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i.1 Workshop Overview

The Raleigh Department of City Planning hosted the second round of citywide public workshops on the update to the Comprehensive Plan (Plan) on March 25, 26 and 27 of 2008. While the first round, held in November of 2007, focused on the big picture Vision and Values that would inform the planning process, the second round had two primary objectives:

1. To affirm the Vision Statement that was revised and enhanced in accord with the public input received in November; and
2. To begin testing policy ideas and specific strategies addressing key issues identified at the November workshops and in the Community Inventory Report (the technical background studies for the Plan)

As with the first round, the March Workshops were held at three locations around the City, with meetings downtown and in the southeast and northwest quadrants. Two were at schools Southeast Raleigh High School and Moore Square Magnet School; while the third was at the North Raleigh Church of Christ.

The format and content of each meeting was the same. The Comprehensive Plan consultants presented the revised Vision Statement including the introduction of six topical Vision Themes which expand and elaborate upon the Vision. Participants were then invited to participate into up to two topical breakout groups, each addressing one of the six themes. These themes are:

1. Expanding Housing Choices
2. Greenprint Raleigh
3. Economic Prosperity and Equity
4. Growing Successful Neighborhoods and Communities
5. Managing our Growth
6. Coordinating Land Use and Transportation

Following facilitated small group discussions, participants were provided with background sheets and questionnaires including a list of proposed strategies addressing key issues identified with the theme. The questionnaires offered three options for each strategy: I support this concept; I don't support this concept; I need more information to form an opinion. The questionnaires also provided a space for open-ended written input.

Participants were encouraged at the end of the discussion to fill out the questionnaire and leave it with Planning staff, and most did so. In addition, the background sheets and questionnaires were posed on the Web for three weeks after the workshops. A total of 391 questionnaires were collected at the workshops, while another 167 were completed on-line, for a total of 558 complete questionnaires.

The workshop record consists of three major components: the tabulations of the multiple-choice responses to the strategy concepts; the compiled written long-form answers; and the general discussion notes. These three forms of input form the basis for the workshop summary report, and are presented in their entirety in the report appendices.

i.2 Findings

Questionnaire Responses

A full accounting of the responses to individual strategies in found in the main report. The following are highlights:

- The overall level of support for the proposed strategies was high. No strategy statement has less than majority (greater than 50 percent) support, and over half (59 percent) had more than 80 percent of respondents in support.
- Among the strategies with the greatest need for more information were those addressing parking standards and infill development.
- The surveys showed strong support for a greater City commitment to affordable housing.
- Strategies related to environmental initiatives scored highly.
- Respondents want to see the impacts of new development on neighborhoods managed appropriately.

- In general, support was stronger for policies based on incentives rather than disincentives and regulations, although this varied across topic areas.
- The proposed transportation and land use strategies garnered not a single dissenting response out of over 100 respondents, indicting a strong desire to make the transportation-land use policy link.

Respondents were also given the opportunity to submit long-form written comments on the questionnaires. Highlights of these include the following:

- Strong support for mixed-income neighborhoods and inclusionary housing developments.
- The City should lead by example on environmental initiatives.
- A desire for a broad range of transportation options, including transit and non-motorized modes.
- A focus on geographic equity in the availability of goods and services, including retail.
- Preservation of neighborhood character and historic fabric should be a priority.
- Paying for growth and staying current with infrastructure is an ongoing concern.

Small Group Discussions

A number of common themes emerged from the table discussions, many of which cut across topic areas. While a fuller discussion of these themes can be found in the full report, a few are highlighted here:

- Many participants want to see some sort of inclusionary housing program.
- Transit service is a key part of the affordable housing equation.
- More attention should be paid to conserving and protecting natural resource assets.
- Attention and incentives should be directed to areas of the City that are lagging in terms of investment and development.
- Connected, mixed-use, mixed-income neighborhoods with integrated open spaces

are seen as a key part of Raleigh's future growth pattern.
- The success of Charlotte in implementing both new rail service as well as dramatically improved bus service provides a model for Raleigh and the Triangle Region to follow.

Implications for the Comprehensive Plan

Based on the survey input and discussion notes, implications for the Comprehensive Plan have been identified for each of the six topic areas. They are as follows:

Expanding Housing Choices

- The Housing element of the plan should contain policies that support the preservation of existing older homes as a means of maintaining affordable, context friendly housing in existing neighborhoods. It should also include an action item to determine the best approach for creating and implementing some form of an inclusionary housing program.
- The Housing element should include policies that encourage an increase in affordable housing stock throughout the city.
- Policies that promote sustainable, transit accessible development should be a part of both the Housing and Land Use elements.

Greenprint Raleigh

- Include policies in the Environmental Resources element as well as the Parks, Recreation and Open Space element that address green building strategies for the government to employ in its facilities and properties.
- There should be policies in the Transportation element that are geared towards improving public transportation efficiency, safety, and availability, and links transit investments and land use planning.
- Both the Transportation and Parks, Recreation and Open Space elements should contain policies that will increase opportunities for the safe, convenient mobility of bicyclist and pedestrians.

- The Environmental Resources element should institute policies and incorporate action items that direct the city to organize opportunities to educate the public on eco-friendly landscaping and development.
- It will be necessary for the Land Use element to include policies encouraging low impact development, particularly in areas that have been identified as being environmentally sensitive.
- Resource preservation should be emphasized through the policies written in the Environmental Resource element.

Economic Prosperity & Equity

- The Land Use element should look for policies which help the City diversify away from single-use office parks as the primary source of new office space. These policies can address new offices in mixed-use settings, as well as adding a mix of uses to existing single-use office parks.
- The Economic Development element should provide appropriate policies to guide the use of incentives in economic development.
- Related to incentives, the Economic Development element should focus on policies to revitalize and/or redevelop under-performing retail areas, and to bring better retail and services to underserved areas of the city.
- Although these services are provided by the County, the Plan should look for ways to improve the availability and targeting of education, job training, and workforce readiness programs.
- Lastly, the Economic Development element should explore entrepreneurial strategies, which could include technical assistance and gap financing.

Growing Successful Neighborhoods & Communities

- The Land Use element should contain policies that encourage development in or near established neighborhoods to be sensitive to the existing character of the area. There should also be an action item that recommends the

exploration of opportunities to modify the ordinance to regulate the development features and setback criteria of infill development.
- There should be policies in the Historic Preservation element that encourage context sensitive redevelopment of identified historic neighborhoods.
- There should be policies in the Land Use element that encourage mixed-use, mixed-income development in close proximity to transit hubs.
- The Parks, Recreation and Open Space elements should contain policies that encourage park and open space allocation with new residential development.

Managing our Growth

- There is significant support for pursuing policies intended to help the City better manage its growth.
- Land use planning in Raleigh needs to be closely linked with the planning for transportation, parks, utility infrastructure, and schools.
- There is generally stronger support for "pull" strategies encouraging growth in preferred areas, as opposed to "push" strategies intended to keep growth away from certain areas, although elements of both will be part of any meaningful strategy aimed at compact, centered growth and the preservation of open spaces and sensitive environmental areas.
- Paying for the public costs of growth remains a hot topic. People want to see mechanisms beyond the property tax used to finance capital spending associated with new infrastructure and public facilities.

Coordinating Land Use & Transportation

- The transportation element needs to address all modes of transportation. In particular, it should include policies that address both local bus service as well the potential for regional and passenger rail.
- The role of the greenway system as part of a larger system of bikeways should be addressed in the Parks and Greenways element. In this regard, coordination with the findings and

recommendations of the Bicycle Master Plan now underway is important.

- Parking standards and infill development are topics that are important but not well understood by many members of the public. While the plan needs to address these at the policy level, implementation actions should include efforts to document and educate the public about the benefits of flexible parking requirements and appropriate infill.

- The Land Use and Urban Design elements should include strong policy guidance regarding the planning and zoning of TOD areas, both those that can be identified, and those yet to be identified.

Overall Conclusions

The March workshops and subsequent on-line participation revealed significant support from participants in moving forward with strategies to address issues in each of the six topic areas that relate to the six overall goals of the updated Comprehensive Plan. Participants are ready to see Raleigh take action in the form of new adopted policies and action items.

In general, there is overwhelming support for linking together land use and transportation planning. No other topic area generated such a high level of consensus across the board. Participants clearly want to see transportation options, new approaches to transportation infrastructure, and a tighter link between these investments and future growth patterns.

Affordable housing is another area with strong support. Respondents appeared ready to see the City take on an expanded role in affordable housing in partnership with the private sector. Participants were also very supportive of the environmental strategies presented in the questionnaires.

Neighborhood, existing and new, are building blocks of the City's future growth strategies. Neighborhoods should be diverse, should provide a range of housing choices, have a distinctive character, and provide easy and close-at-hand acceess to day to day needs such as work, shopping, and recreation.

In total, the results from the workshop and the submitted questionnaires provide a strong basis for moving forward with policies and actions addressing the six key organizing themes of the Vision Statement and the updated Comprehensive Plan.

1 Introduction

The Round Two Public Workshops that took place in March of 2008 provided citizens with an opportunity to hear an overview of the public feedback, and resulting revised draft vision statement and themes that were produced from the Visioning Work Shops that took place in November 2007. Attendees were given an opportunity to participate in facilitated small group discussions, and to consider options and ideas for addressing Raleigh's growth and development challenges and opportunities. Attendees were also given the opportunity to discuss different types of new policies and strategies that may be used to shape and guide growth.

1.1 Workshop Overview

Workshops were held at three locations in Raleigh. The intent has been to rotate venues throughout the City so that each major quadrant of Raleigh's geography hosts as least one, and possibly two, Comprehensive Plan workshop. This round of public workshops, as envisioned at the beginning of this process, included one venue accessible to the transit-riding public. That means the location was within walking distance of the Moore Square Transit Station, where all bus lines converge; for this round, that venue was Moore Square Magnet Middle School. The other two meetings were held at Southeast Raleigh Magnet High School, and Tabernacle Baptist Church located in Northwest Raleigh. In November of 2007, the first round of citywide public workshops were held in downtown and locations in the Southwest and Northeast quadrants.

The workshops were held on three different nights. All workshops were conducted using the same format, which consisted of a twenty minute plenary session followed by two one hour breakout small group discussions. Attendees had the opportunity to share ideas on the issues, new policies, and potential strategies for the following six topics: Coordinating Land Use and Transportation, Expanding Housing Choices, Greenprint of Raleigh, Managing Our Growth, Growing Successful Neighborhoods and Communities, and Economic Prosperity and Equity.

1.2 Workshop Format

Each of the three workshops, was citywide in scope and followed the same format. Attendance on each night ranged from 66 to 103 attendees with the total attendance reaching approximately 240. Each workshop consisted of a 20-minute presentation that included an overview of the revised vision and themes that resulted from the comments received at the Round One workshops. At the end of the presentation instructions were given for the two rounds of breakout sessions participants were asked to attend.

The breakout sessions were focused around six major topics: Coordinating Land Use and Transportation, Expanding Housing Choices, Greenprint of Raleigh, Managing Our Growth, Growing Successful Neighborhoods and Communities, and Economic Prosperity and Equity. In cases where a topic generated higher than average interest, an additional breakout room was offered to handle overflow. All breakout sessions consisted of a facilitated 40 to 50 minute discussion on the session topic, at which time participants were able to discuss topic related options and ideas for addressing the City's growth and development-related challenges and opportunities. Participants were also able to discuss different types of new policies and strategies that may help address those challenges and opportunities. Following the discussion, participants were asked to fill out a survey tailored to the discussion topic, containing preliminary ideas and approaches that could be used to shape and guide growth. The surveys were collected at the close of each session. A total of 391 surveys were collected at the end of the Round Two workshops. The survey was made available for online completion for approximately three weeks resulting in 167 additional survey submittals for a total of 558 completed surveys. The results of those surveys and notes from the discussions that took place can be reviewed in the sections that follow.

2 Expanding Housing Choices

Developing mixed-income neighborhoods rather than concentrating affordable and lower-income housing to one area of the city creates the opportunity to have a healthy, sustainable, balanced community. A variety of housing types in a variety of transit accessible locations citywide increases the likelihood that housing affordable to broad segments of the workforce will be located near new and existing jobs and schools, which should enhance the overall economy of the entire city by improving the ability to fill jobs in the service industry.

Providing housing choice should not only focus on the development of new neighborhoods, but should also capitalize on opportunities for rehabilitating older affordable housing to make it viable in the future. There should be multiple approaches to meet the needs of the homeless, low income wage earners, or living wage earners.

2.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included nine specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Retain and Expand Affordable Housing

1. Target affordable housing units for the working class, low income, and special needs population. This will make sure that units are available for the lowest income households as well as households with special needs (seniors, persons with disabilities, etc.).
2. Create a permanent local funding source to help produce and preserve affordable housing units, such as a Local Housing Trust Fund.
3. Expand the City of Raleigh's Affordable Rental Program. This unique program enables the City to acquire and maintain affordable rental units for households below 50 percent of median income throughout all areas of the City.
4. Expand programs that offer low-cost financing, down payment assistance, tax relief, and grants for home maintenance and purchase.
5. Implement the existing City of Raleigh housing element strategy to co-locate affordable housing in conjunction with the development of new school sites. This will require additional coordination with Wake County.
6. Adopt an incentive-based inclusionary housing program to encourage private developers to include affordable units in new housing developments. Inclusionary zoning is a technique that encourages a percentage of the units in new non-subsidized housing developments to be set aside as "affordable" to low or moderate income households. To offset the reduced developer profit, a density "bonus" allows a somewhat higher number of units to be built on the site.
7. Promote mixed income neighborhoods throughout the City, particularly areas accessible by transit. Mixed income neighborhoods increase vibrancy, increase choices, and promote economic diversity.

Reduce Barriers

8. Consider reducing off-street parking requirements for developments containing affordable housing units.
9. Provide an expedited or fast tracking development review process for affordable housing developments.

A total of 91 survey forms were completed: 65 by workshop participants, and 26 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys were available on the web. Table 2.1 below shows a summary of the responses received for each of these strategies.

Table 2.1 Strategies Survey Results, Expanding Housing Choices

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Target a range of low income groups	91	84.6%	6.6%	8.8%
2. Permanent local funding source	90	74.4%	3.3%	22.2%
3. Expand affordable rental program	90	78.9%	4.4%	16.7%
4. Expand programs for home maint./purch.	90	81.1%	5.6%	13.3%
5. Co-locate affordable hsg. w/ new schools	90	77.8%	1.1%	21.1%
6. Incentive-based inclusionary housing	88	78.4%	9.1%	12.5%
7. Mixed Income Neighborhoods	89	85.4%	2.2%	12.4%
8. Reducing parking requirements	88	59.1%	8.0%	33.0%
9. Fast tracking development review process	87	62.1%	10.3%	27.6%

The results of the questionnaire responses on this topic, unlike most of the other topics, had more than 10 percent of participants respond to every question with a need for more information before they could make a decision to support or not support a strategy. More than 20 percent of participants needed further clarification on strategies related to creating a permanent funding source for affordable housing, implementing a strategy to co-locate affordable housing with new schools, reducing off-street parking requirements, and expediting the review process for affordable housing developments. Despite the desire for more information by some, all but two strategies received greater than 70 percent support.

Written Survey Responses

In addition to the multiple choice answers provided for each strategy statement, the questionnaires invited additional input in the form of a location for long form written responses. The full text of these responses is reproduced in Appendix C. The following summarizes the major themes of these responses.

Inclusionary Zoning

Many participants recognized the benefit of providing stability for those at risk of homelessness due to their low wages and/ or fixed incomes. They also expressed support of mixed-income neighborhoods in an effort to circumvent concentrated areas of affordable housing, as well as the need to preserve existing affordable housing. *"I totally support integrating all kinds of folk through out the city." "Raleigh needs inclusionary zoning. At minimum 10% of units at 80% of median in the downtown. The infill issues in downtown neighborhoods-inside the*

beltline affect the affordable housing supply. Tearing down small houses and duplexes does not increase density and is the loss of affordable units." "The city needs to look at more subsidy programs and inclusionary zoning to help solve the affordable housing issue. We will also need to create an affordable housing commission." " There is much more to a Comprehensive Affordable Housing Program that can be fully realized if an 'Affordable Housing Commission' is created." (Note: An Affordable Housing Task force was created by Council action on April 15, 2008.)

Encouraging Development

Offering an easier path through the development review process, as well as financial incentives that would encourage the development community to contribute to the affordable housing supply were prevalent themes in the comments received on this topic. *"Non-Market based approaches that address the affordable housing situation will not succeed. We must consider more robust alternatives (referenced here-i.e. fast tracking, density bonuses, parking reductions, etc.) but we must also eliminate outdated code (zoning and subdivision) standards that eliminate the possibility to create housing types for different consumers. When one housing type predominates, others are affected." "Reduce the fees charged by the city for affordable housing development. Reduce water and sewer tap on charges, inspection fees, requirements to build streets and convey to the city, etc. Not just impact fees." "Expedited on fast track review process for affordable housing development without additional cost. Studies show voluntary inclusionary zoning does not work- probably need to consider mandatory inclusionary zoning."*

Sustainability

The city's redevelopment practices and its approach to infill development were mentioned a number of times as being part of the affordable housing supply solution. *"Encourage keeping & improving existing housing rather than new housing (to sustain growth). Discourage the destruction of existing houses period." "City of Raleigh needs to preserve small housing rather than destroying housing through code enforcement. Small housing should be protected in all neighborhoods in order to provide density. Middle class is being priced out by McMansions, etc." "Mixed income PLUS mixed use (in an atmosphere conducive to pedestrian and non-motor transport)" "Consider transit in conjunction with development. Require energy efficiency for affordable housing or it will not remain affordable. Require developers to return to the community some of what they take in profits: impact fees—make them higher. Offer community service credits that can be used to help pay rent in mixed income units."*

Other Comments

While the majority of comments received were supportive of affordable housing and an increase in housing choices, there were some that felt that the efforts of the city should be more broadly focused when it comes to housing needs. *"There are a lot more housing issues to consider than affordable housing. I don't think that handing financing and other incentives to undeserving is a solution to maintaining vibrancy. There needs be ample screening for the beneficiaries of such programs. Workforce housing in great locations is important but, housing varieties need to be adequately planned into master communities and not mixed in buildings and neighborhoods. That concept is not likely to get legs." "Be careful when you start throwing out inclusionary zoning. We'll make affordable housing more difficult by moving projects to other markets. Slowing/ stopping growth this way will endanger infrastructure business model for municipalities." "Bring transit to more areas instead of new development."*

2.2 Table Discussions

Table Discussions

In addition to the survey sheets, notes were taken at the table discussions for the Housing Choices theme. These notes are reproduced in their entirety in Appendix D. The following is a summary of the major themes from these responses.

Support Mechanisms: The most prominent suggestion for meeting the low and moderate income needs of the city was to develop inclusionary zoning regulations. Most participants felt very strongly that the development community would not voluntarily provide the mixed-income development that is needed in the city, so they recommended that the city explore the implementation of inclusionary zoning. In cases where developers cannot meet the requirements of the zoning, a fee-in-lieu could be assessed for a future development that would include affordable housing. While some believed that regulation was the best approach to achieving more housing choices, there were some that felt that affordable housing could be accomplished by providing incentives and subsidies.

Transportation: Based on the table discussions, transportation proved to be an important ingredient for successfully meeting the needs of those seeking affordable housing. Participants felt that the transit currently offered in the city needs to be more accessible by providing more transit stops. They expressed desire for more routes in order to expand services to areas that currently do not receive it. Participants also felt that the hours of operation needed to be increased to meet the needs of those with non-traditional work schedules.

Beyond improving transit service, there was broad agreement that the quality and availability of alternate means of transportation should be greatly improved. The need for existing sidewalks to be improved, as well as the desire for more sidewalks with better connectivity was discussed at length. There was also discussion about the need for more and safer bike lanes,and more greenway trails.

Mixed-Use Development: There was a strong consensus that mixed use development in close proximity to mixed-income neighborhoods, especially near transit stations, would make the neighborhoods more vital. Affordable housing should have job opportunities and services readily accessible to homes to reduce auto dependency, which can sometimes be burdensome. Participants also felt that mixed-income neighborhoods should be spread throughout the city to provide all residents housing options in the location of their choosing.

2.3 Implications for the Comprehensive Plan

Based on the results of the questionnaires and workshop discussions, the following implications for the Comprehensive Plan have been identified:

- The Housing element of the plan should contain policies that support the preservation of existing older homes as a means of maintaining affordable, context friendly housing in existing neighborhoods. It should also include an action item to determine the best approach for creating and implementing some form of an inclusionary housing program.
- The Housing element should include policies that encourage an increase in affordable housing stock throughout the city.
- Policies that promote sustainable, transit accessible development should be a part of both the Housing and Land Use elements.

3 Greenprint Raleigh

The "Greenprint" concept was created to focus on all issues related to promoting ecological and sustainable development practices, including issues such as: air pollution, water quality, the loss of tree cover, flooding and stormwater management, soil erosion, water supply shortages, and loss of open and green spaces. One of the crucial objectives of the plan for the city in 2030 is to protect and preserve the water supply, environment, and land resources. There should be an emphasis on protecting the environment using sustainable development practices, and using city and environmental resources wisely in order to sustain future generations.

3.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included 12 specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Green Building and Site Design

1. Encourage environmentally-friendly building construction practices. Environmentally-friendly, or "green" buildings are designed to conserve water and energy, reduce pollution and flooding, and save natural resources. Green roofs are an example. They can reduce runoff, absorb air pollution, create amenities, and reduce energy consumption.
2. Create "Low Impact Development" standards and incentives. "Low Impact" means that a large portion of rainwater is retained and absorbed on site instead of running off into the stormwater system and local waterways or creating large stormwater facilities such as ponds.

Natural Resource Management and Preservation

3. Consider additional permanent water conservation measures to reduce overall water usage by residents and businesses.
4. Identify and ensure protection of Raleigh's most valuable landscapes and ecological areas.
5. Implement appropriate restrictions to protect environmentally sensitive areas. Sensitive areas could include steep slopes along streams, areas with unstable soils, floodplains, Neuse River buffers, and wildlife corridors.
6. Strongly discourage further channelization of streams. Focus instead on projects that "daylight" (uncover buried) streams and replace concrete culverts with earthen channels and encourage open, natural streams instead of using hard structures in streams.
7. Encourage environmentally sound landscaping and gardening practices. These include selection of disease and drought-resistant species, alternatives to the use of chemical herbicides and insecticides, and composting of yard waste.
8. Improve water quality by further protecting streams and their buffers. One way to do this is protection of wider buffers along streams in the NeuseRiver basin.

Greening the Government

9. Pursue LEED (Leadership in Energy and Environmental Design) certification for all new buildings designed and operated by the City of Raleigh government.

10. Establish a "green purchasing" program that emphasizes the purchase and use of environmentally-friendly products (e.g., recycled paper, compact fluorescent bulbs and LED fixtures, hybrid buses and cars, etc.) and services by Raleigh agencies.
11. Think and act regionally. Raleigh's environmental challenges cross political boundaries. Pursue partnerships with neighboring jurisdictions to create more effective resource management and conservation programs.
12. Encourage mixed use and other land use patterns that reduce energy consumption and promote the alternatives to the auto (transit, walking, or biking).

A total of 99 survey forms were completed: 75 by workshop participants, and 24 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys available on the web. Table 3.1 below shows a summary of the responses received for each of these strategies.

Table 3.1 Strategies Survey Results, Greenprint

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Encourage green buildings	99	93.9%	1.0%	5.1%
2. LID standards/incentives	99	90.9%	1.0%	8.1%
3. Permanent water conservation	98	87.8%	2.0%	10.2%
4. Protect landscapes & ecological areas	99	90.9%	0.0%	9.1%
5. Protect environmentally sensitive areas	99	87.9%	2.0%	10.1%
6. Discourage stream channelization	97	74.2%	4.1%	21.6%
7. Encourage souind landscaping & gardening	98	91.8%	2.0%	6.1%
8. Protect streams/buffers for water quality	98	81.6%	10.2%	8.2%
9. LEED for all City buildings	99	87.9%	2.0%	10.1%
10. Green purchasing program	98	93.9%	2.0%	4.1%
11. Think and act regionally	98	95.9%	1.0%	3.1%
12. Encourage mixed-use compact dev.	97	94.8%	2.1%	3.1%

All but one of the strategies for Greenprint received more than 80 percent acceptance. The strategy that received the most discountenance from participants was the strategy that sought to improve water quality by protecting streams and their buffers, however, more than 80 percent of participants supported this strategy to the 10 percent that were in opposition. More than 20 percent of participants needed further clarification on the strategy regarding the discouraging of streams channelization.

Written Survey Responses

In addition to the multiple choice answers provided for each strategy statement, the questionnaires invited additional input in the form of a location for long form written responses. The full text of these responses is reproduced in Appendix C. The following summarizes the major themes of these responses.

Education

The questionnaire for the Greenprint theme included a category devoted to strategies for "*Greening the Government*". Based on the comments received from workshop participants, it appears that there are many citizens that feel that much could be accomplished if the city took the approach of leading by example. This sentiment was expressed through comments like the following: *"As a green leader, city government needs to lead by example. In order to be considered at the standard Raleigh has set forth by 2030, it needs to act quickly so that residents have 10-20 years to learn, believe, and change." "City Public Service campaign to educate the community on practical ways individual citizens can make a difference. (examples—carpooling, public transportation, water barrels, florescent lighting, wet rag car wash, etc, etc.)" "The government should lead this drive 100%. I am an architect that is heavily involved in green building strategies. People will change slowly but the government, which represents a huge amount of people and resources, can make a quicker impact."*

Transportation

Providing safe, efficient transportation options was a recurring request made through the comments that were collected. This was communicated through comments including: *"Make on road protected bike lanes; More regional bus planning; Radial design bus route planning." "It would be so nice to bike on Wade Ave. or Glenwood or Peace St. to get to other neighborhoods without getting killed by cars. Start there with the bike lanes so we can get to downtown!" "Better planning of sidewalks, bike lanes and greenways. More community hubs so less commuting."*

Development Strategies

One component of the Greenprint will include policies and regulations to preserve the environment and conserve natural resources. The best methods for achieving this objective can vary from person to person as expressed in some of the comments received during the workshop. *"Regulatory programs such as the Neuse Buffers are inconsiderate of context. Appropriate development is contextually based according to proximity to centers and edges of town. Neuse (and other regulatory buffers) consider everything to be one size fits all. I do not support additional regulations that are not context based. Additionally, channelization of streams can provide valuable urban amenities and I do not believe they should be outlawed across the board." "Identify strategic conservation areas and protect them with development rights, conservation easements, and city-purchased parks. In addition, implement an urban growth boundary."*

Other Comments

Two participants focused their comments on strategies for encouraging environmentally friendly development practices. *"Public-private partnerships for energy-efficient, environmentally friendly design; City projects should be examples of energy-efficient, environmentally friendly design; Incentives for developers and residents; Review process streamlined." "Tax incentives for permeable driveways; Credits for rain barrel purchase; Bicycle lanes that are not indistinguishable from turn lanes."*

One participant emphasized the fact that the government should not be overly regulatory in its efforts to become a greener city by saying, *"We need to encourage green practices but the key word is encourage not mandate. Keep regulation, taxes and bureaucracy low. Should be city encouraged but privatize the effort."*

3.2 Table Discussions

In addition to the survey sheets, notes were taken at the table discussions for the Greenprint Raleigh theme. These notes are reproduced in their entirety in Appendix D. The following is a summary of the major themes from these responses.

Resource Preservation : A big part of fulfilling the concept of a greenprint is to identify methods for preserving natural resources and land. One of the first steps to preserving the resources of the city should be an evaluation of the current supply and demand for resources like water and energy. Understanding of the current conditions should be met with educational outreach to citizens about conservation, and when possible incentives should be offered to encourage citizens as well as the development community to preserve natural resources. Many participants expressed strong feelings about the fact that they are willing to make lifestyle changes in the name of conservation, but only if it would be reciprocated by the city through responsible growth and development.

Green Building : Encouraging as many buildings as possible to pursue LEED (Leadership through Energy and Environmental Design) certification, in addition to educating the public on eco-friendly methods of landscaping for homes and businesses were two topics that received general consensus during the greenprint discussions. Once again providing incentives to implement building practices that would increase conservation levels and reduce the city's carbon footprint was a popular recommendation. Participants also emphasized the value of the city leading by example, which as backed by a recommendation that the city's Parks and Recreation department focus on planting more native plant material that would require less maintenance.

Transportation: Discussions regarding transportation in the greenprint sessions seem to bring forward many of the same issues that were brought forward in other discussions. Participants expressed a desire for better sidewalk connectivity, more and safer bicycle lanes, and more efficient public transportation. A comment that did stand out was one that suggested rather than putting artwork on buses the city should be working towards providing more adequate bus stops.

3.3 Implications for the Comprehensive Plan

Based on the results of the questionnaires and workshop discussions, the following implications for the Comprehensive Plan have been identified:

- Include policies in the Environmental Resources element as well as the Parks, Recreation and Open Space element that address green building strategies for the government to employ in its facilities and properties.
- There should be policies in the Transportation element that are geared towards improving public transportation efficiency, safety, and availability, and links transit investments and land use planning.
- Both the Transportation and Parks, Recreation and Open Space elements should contain policies that will increase opportunities for the safe, convenient mobility of bicyclist and pedestrians.
- The Environmental Resources element should institute policies and incorporate action items that direct the city to organize opportunities to educate the public on eco-friendly landscaping and development.
- It will be necessary for the Land Use element to include policies encouraging low impact development, particularly in areas that have been identified as being environmentally sensitive.
- Resource preservation should be emphasized through the policies written in the Environmental Resource element.

4 Economic Prosperity & Equity

This theme highlights the importance of securing a healthy economy for the City and region with benefits that are broadly shared all over the city and by all socio-economic strata. It responds directly to the desire of participants at the first round of workshops to place greater emphasis on social equity. This means economic growth that benefits those that have been left behind by the current expansion, as well as revitalizing neighborhoods and commercial areas passed over for investment. It also recognizes that these goals are best met in the context of a local economy that is robust and growing.

4.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included 10 specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Creating Desirable Employment and Retail Centers

1. Encourage reinvestment in and/or redevelopment of older shopping centers.
2. Focus residential growth near to retail centers and corridors to help them remain healthy with a larger customer base.
3. Encourage developments combining high-quality office space with housing and support retail and services, such as the American Tobacco Campus in Durham.

Providing a Qualified Labor Force

4. Identify industries that can take advantage of the skills of the City's manufacturing workforce.
5. Expand workforce training options for the City's expanding industries (for example, hospitality/food service, tourism, medical device manufacturing, advanced medical care/clinical research).
6. Work with Wake County to provide job-training and education for those who need to re-train for new industry jobs.

Geographic distribution of employment and retail development

7. Provide incentives for job and retail development in underserved areas of the City, or potential centers where market interest has been weak.
8. Increase residential density to support an expansion of goods and services.

Supporting Entrepreneurs

9. Capitalize on the advantages of and spin-off opportunities from Raleigh's many higher education institutions. This promotes economic development in underserved areas of Raleigh.
10. Expand support and incentives for local entrepreneurs and small businesses, which could include startup and gap financing, and technical assistance.

A total of 69 survey forms were completed: 43 by workshop participants, and 23 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys were available on the web. Table 4.1 below shows a summary of the responses received for each of these strategies.

Table 4.1 Strategies Survey Responses, Economic Prosperity & Equity

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Target older shopping centers	68	79.4%	2.9%	17.6%
2. Focus growth near retail centers	68	70.6%	2.9%	26.5%
3. Encourage office in mixed-use	68	88.2%	0.0%	11.8%
4. Target industries for workforce	66	71.2%	6.1%	22.7%
5. Expand workforce training	67	85.1%	4.5%	10.4%
6. Work with County on re-training	69	82.6%	7.2%	10.1%
7. Incentives for underserved areas	69	78.3%	5.8%	15.9%
8. Increase density to support retail	68	66.2%	2.9%	30.9%
9. Capitalize on higher education	67	83.6%	3.0%	13.4%
10. Support for entrepreneurs	69	79.7%	1.4%	18.8%

As shown in the table, no strategy received support from fewer than two-thirds of respondents, and the largest proportions of respondents disagreeing with a strategy statement was 7.2 percent for strategy number 6, which dealt with training for displaced workers. This is a low level of disagreement with the proposed strategies. More significant were the significant number of responses indicating that the respondent lacked sufficient information to decide whether to support the strategy. Six of the ten strategies had more than 15 percent of respondents choosing this option.

Based on the responses, the following general conclusions can be drawn:

- The level of support for the strategies was high overall, with a clear majority expressing support for every strategy.
- The strategies with the strongest level of support, defined here as 80 percent or more, included developing more office uses in mixed-use settings; focusing on worker training and re-training; and capitalizing on the City's colleges and universities.
- There were three strategies which received dissenting responses totalling 5 percent or more: two of these related to targeting of specific industries, through either recruitment (strategy 4) or training (strategy 6). The other related to targeting underserved areas for incentives for investment (strategy 7).
- Several strategies were not well-understood by respondents. These include strategies 1, 2 and 8, which address struggling retail areas; strategy 4, which would target industries based on their match with workforce skills; and strategy 10, which focuses on support for entrepreneurs.

In sum, among respondents who felt they understood the strategy concept, support for every proposed strategy was quite high. However, many people did not have sufficient information to form an opinion. For no strategy did this proportion fall below 10 percent, and for the strategy linking density to retail health, it was nearly a third. If these strategies are brought forward as part of the Comprehensive Plan, additional outreach will be necessary to explain the rationale and details of these strategies.

Written Survey Responses

In addition to the multiple choice answers provided for each strategy statement, the questionnaires invited additional input in the form of a location for long form written responses. The full text of these responses is reproduced in Appendix C. The following summarizes the major themes of these responses.

Retail Revitalization

The need to address underperforming and/or failing retail areas through revitalization and/or redevelopment was a focus of the proposed strategies, and many respondents concurred. *"Encourage redevelopment and incentives for older shopping centers. Often "new" shopping centers are approved one to two miles from an existing one."* One respondent singled out downtown and Southeast Raleigh. *"Retail development is needed in Southeast and Downtown."* Another noted that older retail areas need not remain in retail use. *"Reuse is the most simple way of conservation, recycling and character enhancement. Why not renovate the abaondoned Wal-Mart with a great commercial sport venue?"*

Underserved Areas

Similar to the above comment regarding retail in downtown and Southeast Raleigh, others commented that economic development policy should target areas bypassed for investment. *"Show preference for Southeast Raleigh development." "Remove the pockets of disadvantage."*

Education and Training

A key goal of economic development is providing members of the workforce with the education and training necessary to secure good jobs. *"The university-based entrepreneurship is working; we need to add to it other industries requiring less trained/ educated workers. Vocational/ trade/ guild/ apprenticeship should be encouraged through the schools & beyond."* Another respondent focused on educational fundamentals. *"To improve economic prosperity and equity, high quality education must be available to all."*

Other

Two respondents brought up the issue of "living wage" laws, which typically require the any business contracting with the City pay a "living wage" (typically defined by an analysis of local costs of living) to all employees working on the contract. *"I think living wage ordinances and researching these options [are] key." "Investigate a 'hiring wage' for the City."*

One respondent focused on home-based businesses and telecommuting. *"I am 52 years old and with gas prices rising, it is easier and cheaper to work at home. My office is virtual."*

Consistent with input from the November workshops, two respondents highlighted the goal of mixed-income communities. *"The equality of economic opportunities will not be achieved without integrating, some economic classes in mixed income neighborhoods." "We need to do a more discriminating job of balancing revitalization with diversity of residents, income, and industries."*

4.2 Table Discussions

There were two Economic Prosperity and Equity discussion sessions at each workshop, for a total of six. The discussions covered a wide range of issues related economic development, social equity, and neighborhood revitalization. Complementary topics such as transit were discussed, while issues stemming from

neighborhood renewal such as gentrification and displacement were also touched upon. The full notes from these discussions are presented in Appendix D. The following is a summary of some major themes from the discussions:

- Geographic distribution of economic development: Several participants noted that Southeast Raleigh and, increasingly, Southwest Raleigh are lagging other areas of the City in terms of job creation, amenities such as retail, and development in general. The presence of NCSU has a major impact on Southwest Raleigh, at once serving as a major driver of growth, an anchor, a source of conflict between students and neighborhood residents, and the dominant land use in terms of land area. A few participants strongly supported the notion of directing more economic development, and development in general, into Raleigh's downtown area.
- Crime: In Southeast Raleigh specifically, the issue of crime was raised as an impediment to economic growth and neighborhood revitalization.
- Diversity: As was the case in the November round of workshops, participants spoke of the need to plan for and encourage neighborhoods which are diverse in terms of income and ethnicity.
- Incentives: Participants saw a role for incentives and other inducements to encourage investment in underserved areas, as well as to create jobs that match with local labor force needs. New Market Tax credits were identified as a tool.
- Education and workforce training: Many participants felt that more could be done to improve the job skills and education of those who are not competing well in the labor market. Sources of training include the public schools as well as Wake Tech. One participant noted the need for stronger financial literacy instruction in the schools.
- Support for entrepreneurs: Several participants wanted to see a focus on entrepreneurial development as a key part of a job creation strategy. Programs suggested included better links with local colleges and universities, as well as programs that would connect experienced business leaders with those wishing to start small businesses.

4.3 Implications for the Comprehensive Plan

Based on the foregoing summary of the public input on the Economic Prosperity and Equity theme, the following implications for the Comprehensive Plan emerge:

- The Land Use element should look for policies which help the City diversify away from single-use office parks as the primary source of new office space. These policies can address new offices in mixed-use settings, as well as adding a mix of uses to existing single-use office parks.
- The Economic Development element should provide appropriate policies to guide the use of incentives in economic development.
- Related to incentives, the Economic Development element should focus on policies to revitalize and/or redevelop under-performing retail areas, and to bring better retail and services to underserved areas of the city.
- Although these services are provided by the County, the Plan should look for ways to improve the availability and targeting of education, job training, and workforce readiness programs.
- Lastly, the Economic Development element should explore entrepreneurial strategies which could include technical assistance and gap financing.

5 Growing Successful Neighborhoods & Communities

Growing Successful Neighborhoods and Communities is about both managing growth and change in established neighborhoods, and encouraging better design and mixed use in new developments. The preservation of neighborhood character is important to the residents of existing neighborhoods, as well as for the city, because neighborhood character is part of what initially attracts people to a community. There must be a strong effort to find a balance between preservation of neighborhood character and the regeneration of neighborhoods in need of redevelopment in order to preserve the character of the neighborhoods that residents value.

New development must be designed with connectivity and sustainability in mind. Infill development that utilizes existing infrastructure, and reduces the need for development to occur at city's edges should be embraced as sustainable development. The ultimate goal for new development should be to reduce the number and duration of automobile trips, as well as promote alternative means of transportation such as walking or biking.

5.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included 10 specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Accommodating New Development within Existing Neighborhoods

1. Protect and conserve the scale and character of the City's historic neighborhoods. Historic district overlays or neighborhood conservation district overlays should be encouraged in these areas. The scale and character of new construction must complement what already exists.
2. In neighborhoods with substantial parcels of vacant land, new development and redevelopment should act as a catalyst to attract new uses and services and enhance the neighborhood. This will help meet the needs of the existing and future residents of the area.

Upgrade Commercial Areas and Corridors to Serve Residents Better

3. Consider providing incentives to promote redevelopment of under performing "stripped-out" corridors such as Capital Boulevard and New Bern Avenue. These incentives should encourage revitalization and improve the function and appearance of these important corridors.
4. Promote the redevelopment of more focus areas into mixed-use, walkable places, such as North Hills and Cameron Village.
5. As opportunities arise, enhance and retrofit existing office nodes with new residential and retail uses to reduce the dependence on auto travel while enhancing these areas for multiple uses.

New Neighborhoods and Developments

6. In newly developing areas of the City, accommodate growth and development in mixed use neighborhoods with a variety of housing types.
7. In new neighborhoods, discourage large oversized blocks in favor of a finer-grained street grid.
8. In new developments, incorporate existing assets such as significant natural landscapes and resources into the design of the site, as well as shared open spaces.

9. Design new employment centers to include housing and retail facilities in a pedestrian-friendly design.
10. Review and revise the City's parking standards. Current standards often require more parking than is typically needed with no maximum established. Parking maximums should be explored as a means of encouraging efficient site design and lower levels of impervious surface.

A total of 102 survey forms were completed: 63 by workshop participants, and 39 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys were available on the web. Table 5.1 below shows a summary of the responses received for each of these strategies.

Table 5.1 Strategies Survey Results, Growing Successful Neighborhoods & Communities

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Protect scale & character	100	83.0%	6.0%	11.0%
2. Develop vacant lands as catalyst	101	74.3%	4.0%	21.8%
3. Incentives for underperforming corridors	102	89.2%	2.9%	7.8%
4. Redevelopment of focus areas	100	83.0%	4.0%	13.0%
5. Retrofit office nodes as mixed-use	97	90.7%	1.0%	8.2%
6. Grow with mixed-use neighborhoods	99	84.8%	2.0%	13.1%
7. Finer-grained street networks	95	63.2%	4.2%	32.6%
8. Design around natural assets	99	87.9%	4.0%	8.1%
9. Ped-friendly employment centers	100	93.0%	1.0%	6.0%
10. Revise parking standards	99	74.7%	6.1%	19.2%

Generally there was overall support for the proposed strategies aimed at "Growing Successful Neighborhood and Communities". There were only a small percentage of participants who indicated that they did not support one or more of the strategies. More than 20 percent of participants needed further clarification on the strategy regarding the use of vacant land to attract new uses and services, and the strategy that indicated that fine grained street grids should be encouraged in new neighborhoods. Participants also expressed a desire for information about a strategy for revising the parking standards. The majority of the strategies received more than 80 percent acceptance.

Written Survey Responses

In addition to the multiple choice answers provided for each strategy statement, the questionnaires invited additional input in the form of a location for long form written responses. The full text of these responses is reproduced in Appendix C. The following summarizes the major themes of these responses.

Neighborhood Character Preservation

There has been increasing concern over new development occurring on property in and around older established neighborhoods. Neighborhood residents have expressed a desire to see new development that blends well with the older development, reducing the impacts that they believe are caused by oversized,

incompatible buildings. *"More design control for new construction in neighborhoods (local historic districts for example); Protection of smaller houses; Updating zoning to deal with lot coverage, height, etc for new construction (our current zoning is horribly outdated)." "It is my opinion new development within existing (especially older) neighborhoods is very important and must be allowed to happen. This new development MUST (again, my opinion), however, be sensitive to the character, style, and size of existing neighborhood homes. Establishing same FAIR method of limiting square footage, height, open space, setbacks, etc. should be a priority for any plan for new development in existing neighborhoods." "A 40f house is an office building! Other triangle towns/cities restrict SFD building heights to 35' or 36'. Why doesn't Raleigh?"*

Historic Preservation

The history of the city has been and will continue to be an important part of what the city is and what it will be in the future. Participants provided comments on how we should preserve our history. *"It takes 50 years to mature a neighborhood to the point it could go on the National Register of Historic Places. Raleigh has few that will qualify in the coming 50 years. It needs to save the ones it has on the Registry." "Strategy to maintain the integrity of existing old and or historic neighborhoods that add value to new growth."*

Development Strategies

Recognizing the fact that new development is an opportunity to improve the liveabitlity and vitality of existing neighborhoods, some participants provided suggestions as to how development could improve the quality of life of Raleigh residents. *"More neighborhood parks-common places; Connect large parks to neighborhoods with bike & walk paths; Neighbors approval of what will be built when older home is torn down." "Policies and regulations that promote/require connectivity between neighborhoods & between neighborhoods & retail/ employment centers. Current practices that encourage cul-de-sacs and poor access result in overburdened arterials and discourage walking; Revisions to the zoning ordinance to reasonable residential building heights & side yard setbacks badly needed." "There needs to be recreation space in new and revitalized neighborhoods where kids can play basketball. Open space is nice but ad hoc free play is essential to normal childhood development. Don't allow teardowns. Renovate, expand, relocate, and reuse for affordable housing."*

5.2 Table Discussions

Table Discussions

In addition to the survey sheets, notes were taken at the table discussions for the Growing Successful Neighborhoods and Communities theme. These notes are reproduced in their entirety in Appendix D. The following is a summary of the major themes from these responses.

- There was broad consensus on the features that would create successful neighborhoods and communities. All discussions centered on four main topics: historic preservation, providing open space, connectivity, and mixed use development.
- Preservation of older neighborhoods was discussed on two levels. One was that preserving existing homes in historic neighborhoods, particularly close to downtown, could provide opportunities to maintain some affordable housing. The other aspect was preservation of a neighborhood's character through the scale and setback of new buildings.
- Open space was discussed because there was a general feeling among participants that open space is not being adequately provided in new neighborhoods throughout the city and children need a place for recreational activity close to home.

- Connectivity, both vehicular and pedestrian, was viewed as desirable aspects for a community. Vehicular connectivity between neighborhoods would reduce traffic on thoroughfares, and interconnected sidewalks would provide a since of community.
- Finally, mixed-use development was seen as valuable because it creates more opportunities for walkability, and there are opportunities for redevelopment of older, underutilized retail developments that would be convent to existing neighborhoods.

5.3 Implications for the Comprehensive Plan

Based on the results of the questionnaires and workshop discussions, the following implications for the Comprehensive Plan have been identified:

- The Land Use element should contain policies that encourage development in or near established neighborhoods to be sensitive to the existing character of the area. There should also be an action item that recommends the exploration of opportunities to modify the ordinance to regulate the development features and setback criteria of infill development.
- There should be policies in the Historic Preservation element that encourage context sensitive redevelopment of identified historic neighborhoods.
- There should be policies in the Land Use element that encourage mixed-use, mixed-income development in close proximity to transit hubs.
- The Parks, Recreation and Open Space elements should contain policies that encourage park and open space allocation with new residential development.

6 Managing our Growth

The pace and magnitude of Raleigh's growth is one of the central facts facing the City as it plans for its future. Growth was the top issue identified by participants in the November workshop, leading Managing our Growth to be one of two themes with growth it its title (although all the themes relate to growth issues). Since 1900, Raleigh's growth has averaged a little over 3 percent per year. Looking forward, estimates for future growth range from another 200,000 residents by 2030 (based on CAMPO projections), 300,000 (based on land capacity), or even over 400,000 (unlikely, but based on historic rates).

With continued growth the reality, the strategies tested in the breakout sessions and on the questionnaire addressed various methods for managing future growth, including the adequacy of public facilities, policies to guide growth to specific locations, and ways to minimize the impact of growth on the City's roads and environment.

6.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included nine specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Managing citywide growth

1. Maintain very low density zoning at the urban edges of Raleigh's jurisdiction while significant infill opportunities still exist within the City, unless such re-zonings promote mixed-use, walkable centers.
2. Acquire land at the edges of Raleigh's jurisdiction to conserve open space, and establish a green boundary.
3. Define policy areas that establish distinct development areas or tiers in the City. Tie these areas to development standards and infrastructure investment plans. The idea would be to make it clear what the City's policies are for desired density, development patterns, and the provision of city infrastructure and services. An example of such areas or tiers might be Downtown, Developed Areas (for instance, inside the Beltline); Developing Areas; and Conservation/Management Areas.
4. For areas within Raleigh's extraterritorial jurisdiction, revise development standards to require clustering of development and preservation of large areas of contiguous open space.
5. Consider requiring that public facilities (for example, transportation, sewer and water) are adequate to support proposed development before building and subdivision plans are issued.
6. Consider establishing minimum densities in areas where the City wants to create urban centers and maximize densities in conservation areas where the City wants to retain low densities and protect environmental resources.

Partnerships

7. Develop a regional compact among the Triangle's cities and counties to manage regional growth. This would be a voluntary agreement on future urban growth and services as well as where urban growth is not recommended on a regional basis.
8. Expand and encourage partnerships between the City's many large institutions (State government, universities, and hospitals) to coordinate future growth and development of these institutions with surrounding land uses and neighborhoods.

Paying For Growth

9. Consider assessing different levels of impact fees. Some fees would be reduced or waived fees in areas where the City wants to encourage development (for example, redevelopment areas, transit oriented development areas).

A total of 84 survey forms were completed: 56 by workshop participants, and 28 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys were available on the web. Table 6.1 below shows a summary of the responses received for each of these strategies.

Table 6.1 Strategies Survey Results, Managing our Growth

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Low density at urban edges	85	50.6%	15.3%	34.1%
2. Acquire land for green boundary	84	65.5%	9.5%	25.0%
3. Development tiers	83	74.7%	3.6%	21.7%
4. Require clustering for open space	84	71.4%	7.1%	21.4%
5. Require adequate public facilities	84	82.1%	8.3%	9.5%
6. Minimum densities in centers	84	71.4%	6.0%	22.6%
7. Regional compact on growth	83	79.5%	3.6%	16.9%
8. Partnerships with large institutions	83	92.8%	1.2%	6.0%
9. Tiered impact fees	84	75.0%	11.9%	13.1%

As shown in the table, no single strategy received less than 50 percent support, although the first strategy was close to that threshold. Two strategies were not supported by more than 10 percent of respondents, and five had more than 20 percent responding that they did not have enough information to decide. More specifically:

- The strategies with the strongest support including partnering with large institutions to coordinate their growth and development; requiring adequate public facilities before approving new development; and partnering regionally on growth issues.
- The idea of using impact fee tiers to encourage development in certain locations received 75 percent "support" responses, but was also relative high in terms of the number of people not supporting the idea (12 percent). The strategy with the highest number of dissenting responses was the first strategy, which would zone for low density at the urban fringe.
- Over half the strategies had more than 20 percent of respondents indicating that they lacked sufficient information to decide whether to support the strategy or not. These included the first two, which address limiting growth at the urban fringe; strategies 3 and 4, which address the preferred location of growth and the preservation of open space in private developments, respectively; and strategy 6, which would propose minimum (rather than maximum) densities in certain designated centers.

Written Survey Responses

In addition to the multiple choice answers provided for each strategy statement, the questionnaires invited additional input in the form of a location for long form written responses. The full text of these responses is reproduced in Appendix C. The following summarizes the major themes of these responses.

Paying for Growth

How to pay for the costs associated with growth—including roads, schools and other infrastructure—was a frequently mentioned topic in on the survey forms. Many wanted to see a greater use of impact fees (known as Facility Fees in Raleigh, where they are used to help fund roads and parks). *"Impact fees are an important tool for fairly funding improvements. Infrastructure capacity increases (new schools, roads, water resource development) should be funded by the growth that makes them necessary." "Six words: IMPACT FEES, IMPACT FEES, IMPACT FEES."* However, not everyone agreed that fees imposed on new development is the most appropriate way of funding capital projects associated with growth. *"...growth needs to be absorbed by all residents not just by impact fees/ transfer taxes that penalize citizens buying/ selling a home."*

Adequacy of Public Facilities

The concept of tying development approvals to findings that adequate infrastructure to serve it is in place had resonance with many respondents. *"Do not allow building permits without preexisting infrastructure." "Please, please, please, consider requiring that public facilities (for example, transportation, sewer and water) are adequate to support proposed development before building and subdivision plans are issued."* One respondent focused particularly on water supplies. *"Water supply planning should be implemented in Comp. Plan."*

Preservation and Conservation

While much of Raleigh's growth occurs on undeveloped land on the urban fringe, increasingly established neighborhoods are feeling the pressures of the City's growth as developers and investors look inward for new opportunities to capitalize on the value of central locations. *"Increase historic districts, allowing extensive well planned extension & expansion."* Others addressed not only preservation of the built environment, but of natural assets as well. *"Please preserve what history& green space we have left including forests. Try to encourage re-development of out of date shopping centers & parking. Please preserve character by historical neighborhoods." "Protect floodplains and watersheds; Protect culturally significant areas (historic neighborhoods)."*

Regulations and Incentives

The concept of managing growth implies that the City would take a role in determining how and when land is developed, which for some respondents raised the issues of property rights. *"Private property rights need to be built into plan." "Continue to balance property owners' rights to use and development desires for their property with community needs and growth needs."*

Related, some respondents favored an incentive-based approach to growth management. *"In considering the objectives, focus should be placed on a balanced and incentivized approach vs. punitive and onerous (bureaucratic) measures." " It is key to develop in an orderly way, but it is important to note that the city does not always know the best on how to develop an area. Let's not lose the forest from the trees. I like the idea of incentives, though, to lead in certain development areas."*

6.2 Table Discussions

There was one session on Managing our Growth at each workshop, for a total of three. The need for more centered development patterns was a recurring theme from the sessions. The notion of a center varied from growth clustered around community centers to more traditional mixed-use commercial centers. Participants felt that these centers need to incorporate walkability. Creedmoor Road was used as an example of nodal development that did not incorporated pedestrian access and amenities, while Brier Creek was seen as coming closer to that goal.

Another benefit of compact and centered development patterns is the ability to cluster development to preserve open spaces. Participants mentioned the need to preserve meaningful open spaces and riparian buffers. Further, appropriate land needs to be set aside for recrational open spaces and amenities in neighborhoods.

Participants discussed the need for schools to be planned in conjunction with growth. Appropriately-sized school sites should be set aside as part of larger-scale developments.

6.3 Implications for the Comprehensive Plan

Based on the foregoing analysis of the questionnaire responses and the table discussions, the following are identified implications for the Comprehensive Plan:

- There is significant support for pursuing policies intended to help the City better manage its growth.
- Land use planning in Raleigh needs to be closely linked with the planning for transportation, parks, utility infrastructure, and schools.
- There is generally stronger support for "pull" strategies encouraging growth in preferred areas, as opposed to "push" strategies intended to keep growth away from certain areas, although elements of both will be part of any meaningful strategy aimed at compact, centered growth and the preservation of open spaces and sensitive environmental areas.
- Paying for the public costs of growth remains a hot topic. People want to see mechanisms beyond the property tax used to finance capital spending associated with new infrastructure and public facilities.

7 Coordinating Land Use & Transportation

Land use patterns have significant transportation impacts. Increased separation between uses will increase travel distances. Development patterns which provide no opportunity for walking, bicycle and transit trips will produce higher levels of auto trips, while more compact and mixed-use developments facilitate non-motorized trip making and transit use. At the same time, transportation investments impact land use patterns. Major highway interchanges become magnets for office and retail. New travel routes open up land for residential development. Fixed-guideway transit attracts higher-density development at stops.

This theme recognizes that land use and transportation planning should proceed hand in hand, and builds on feedback from the first round of citywide workshops, where participants emphasized the need for transportation choices. Many of the proposed strategies address transit and non-motorized modes, and encourage compact and mixed-use development patterns and improved street connectivity.

7.1 Questionnaire Responses

Strategy Statements

The questionnaire form for this theme included 12 specific strategies in addition to one open ended question. The exact wording of the strategies is reproduced below.

Complete streets

1. Design and retrofit streets to accommodate pedestrians, bicyclists, and transit users.
2. Improve pedestrian safety. Increase techniques such as textured or clearly marked and raised pedestrian crossings and pedestrian-actuated signal push buttons.

Transportation Choices

3. Continue to work with other regional jurisdictions and stakeholders to make improved regional transit a reality through substantial investment in transit infrastructure.
4. Implement enhancements and additions to Raleigh's own transit services, in addition to working regionally, to provide improved transit options within the City
5. Expand the Greenway system by connecting the existing routes and providing additional connections between the greenways and destinations throughout the City.
6. Examine ways to fund a regional transit system such as consideration of an increase in sales tax region-wide.

Integrating Land Use and Transportation Decision-making

7. As part of the Comprehensive Plan Update, develop a future land use map that shows the desired and intended land use within Raleigh's jurisdiction. Use this map to define and plan appropriate transportation investments to serve those intended land uses.

System Efficiency and Adequacy

8. In the short-term, consider implementing enhanced transit service in key corridors where long-term transit improvements are planned. This could include increased bus frequency, designating bus only

lanes, and signal preemption (priority green light for buses), better bus shelters, and scheduling information.

9. Establish parking policies that respond to the different needs of different types of areas – downtown, neighborhoods, mixed use areas.

Land Use and Urban Form

10. Encourage mixed use centers and corridors that meet the needs of Raleigh residents, provide opportunities for walking, and also reduce automobile usage.
11. Promote compatible infill to reduce the need to invest in new roads, as well as the conversion of greenfields to urban uses at the outer edges of Raleigh.
12. Ensure that the street patterns of newly developed areas provide alternatives for internal circulation and connection to other neighborhoods, parks, shopping areas, and employment areas.

A total of 113 survey forms were completed: 89 by workshop participants, and 24 by people completing the questionnaire on-line during the three weeks after the workshops when the surveys were available on the web. Table 7.1 below shows a summary of the responses received for each of these strategies.

Table 7.1 Strategies Survey Results, Land Use and Transportation

Strategy	Responses	I support this concept	I don't support this concept	I need more information to decide
1. Design and retrofit for ped/bike/transit	112	92.0%	0.0%	8.0%
2. Improve pedestrian safety	113	91.2%	0.0%	8.8%
3. Improved regional transit	108	90.7%	0.0%	9.3%
4. Enhanced City transit services	110	92.7%	0.0%	7.3%
5. Expand the Greenway system	112	92.9%	0.0%	7.1%
6. Fund regional transit with local taxes	108	85.2%	0.0%	14.8%
7. Plan transportation with future land use	108	87.0%	0.0%	13.0%
8. Short-term transit corridor enhancements	110	88.2%	0.0%	11.8%
9. Context-specific parking policies	110	74.5%	0.0%	25.5%
10. Mixed-use centers & corridors	110	91.8%	0.0%	8.2%
11. Promote compatible infill	110	74.5%	0.0%	25.5%
12. Connected street patterns	113	91.2%	0.0%	8.8%

The results of the questionnaire responses on this topic are striking for the fact that not a single respondent came out against any of the concepts. Every proposed strategy has about 75 percent support or greater, with over half (7) achieving greater than 90 percent agreement. However, some concepts were less understood than others, leading a significant number of respondents to indicate that they needed more information to take a position. These included the notion of context-specific off-street parking requirements; the promotion of compatible infill as a way to more efficiently use existing transportation infrastructure; and the proposal to impose new local taxes for funding regional transit initiatives.

Written Survey Responses

In their long form survey responses, respondents expressed a desire for a diverse transportation network in terms of modes, regional and local focus, and funding. The following are highlights:

Bicycle and Pedestrian Facilities

Many respondents expressed a desire to see improved facilities for bicycles and pedestrian take on an elevated importance in roadway and transportation planning and investment. *"Protected bike lanes. More route planning for bike traffic."* In my opinion, *NO new roads NOR re-pavements of existing roads should be allowed without inserting bike/pedestrian lanes." "More dedicated bike lanes!"* Some investments ideas were simple. *"Sidewalks! with safe crossings on major roads to encourage people to walk."*

Transit

There were many calls for improved transit service, including rail transit. For some, a regional system is the focus: *"Regional transit is key. Linking areas of the Triangle." "Just build the rail line to RDU, Durham and chapel Hill. Investment in these corridors (downtown, fairgrounds, RBC) will follow."* Some other respondents focused on City-focused transit service. *"Regardless of regional transit initiatives, Raleigh must invest in public transportation and integrate density around it." "More investment in CAT. Make the bus convenient and even fun." "Need policies to encourage making transit improvements such as park and ride lots, bus shelters, trolleys."*

As in past meetings, participants recognized the need to link transit investments and land use planning. *"Density near corridors/provide transit rail." "Encourage higher density and mixed use." Development hubs and transit must be planned together to succeed."*

Outer Loop

Two respondents urged the completion of 540, or the Outer Loop, a circumferential highway encircling Raleigh and serving RTP. *"Need proper mix of roads and transit. With influx of population will need 540 completed ASAP." "Urge completion of 540 to provide basis of transportation network including various modes of public transit."*

Funding

Some respondents raised the issue of funding. *"Who will pay for all of these things? It all sounds great in a perfect world but [would] cost a lot and [require] extra ROW dedication..."* One person noted *"we need a more thorough, useful and comprehensive transport system that can pay [for] itself via tax incentives/deductions."* Anticipating the request for a local option sales tax similar to that in Charlotte for transit, another asked *"consider taxes besides increasing [the] sales tax."*

7.2 Table Discussions

The topic of coordinating land use and transportation was a popular one, and a total of ten breakout groups were held on this topic across the three nights of workshops. While each individual table discussion has a unique flavor, several themes were recurring across sessions. The discussions touched upon a wide range of issues concerning the role of transit, shaping land use patterns, and promoting non-motorized modes of travel. The following is a summary of discussion points. The full set of table notes are reproduced in Appendix D.

Every session discussed the future of transit service in the City and Region. The current state of transit service in Raleigh is such that it does not serve the day to day travel needs of most residents, and participants in one session had difficulty conceptualizing how high quality service might be provided and make a difference

here. Similar but more optimistic points were echoed by other groups who stressed that major improvements are needed to existing services such as CAT and TTA in order to attract significant number of new riders. Participants focused on passenger amenities such as benches and shelters and better pedestrian routes to and from stops, in addition to service enhancements such as greater route coverage and shorter headways between buses.

Participants also discussed the role of rail transit, generally agreeing that rail investments should be regional. Different tables highlighted the success of rail in Charlotte and identified key ingredients to success in the Triangle: high-quality bus service to feed riders to the rail, appropriate zoning for transit oriented development at station locations, and strong public-sector commitments to make the investment, so that private investments can start taking shape in advance of the system opening, as has been the case in Charlotte. Another point raised was that investments in better bus service can help identify where latent ridership demand exists, setting the stage for heavily travelled transit corridors to evolve from bus to streetcar, for example.

Non-motorized modes (walking, bicycling) were also discussed. Participants wanted sidewalks, bikeways, and greenways treated as transportation infrastructure. Connectivity was a key issue raised, as was funding, noting that road maintenance is a city responsibility while sidewalk installation and maintenance is assessed to fronting property owners. Pedestrian connectivity was also seen to have a strong relationship with street connectivity.

A few participants discussed concepts related to disincentives for single-occupancy vehicles and incentives for the use of other modes. Currently, there are structural incentives for auto use: minimum parking standards are mandated by law, and capital transportation dollars primarily flow to unclog roadways. Incentives for car pooling, transit use, and other modes could come from the public sector or private employers, and might include discouraging free parking, employer-sponsored van pools or transit passes, and tax incentives.

One final theme touched upon was the different needs of urban and suburban neighborhoods. Some participants saw materials emphasizing the negative transportation impacts of disconnected suburban development as an attack on suburban preferences and lifestyles. Most all of Raleigh is developed in a suburban pattern, and future planning must take this into account as new developments and transportation investments are planned.

7.3 Implications for the Comprehensive Plan

Based on the forgoing, results of the questionnaires and workshop discussions, the following implications for the Comprehensive Plan have been identified:

- The transportation element needs to address all modes of transportation. In particular, it should include policies that address both local bus service as well the potential for rail.
- The role of the greenway system as part of a larger system of bikeways should be addressed in the Parks and Greenways element. In this regard, coordination with the findings and recommendations of the Bicycle Master Plan now underway is important.
- Parking standards and infill development are topics that are important but not well understood by many members of the public. While the plan needs to address these at the policy level, implementation actions should include efforts to document and educate the public about the benefits of flexible parking requirements and appropriate infill.
- The Land Use and Urban Design elements should include strong policy guidance regarding the planning and zoning of transit oriented development areas, both those that can be identified, and those yet to be identified.

8 Conclusions

8.1 Strategies with Broad Support

While all the strategies garnered a majority of responses in support, certain strategies were particularly strong in this regard. The following table presents the ten strategies with the highest proportion of respondents in support.

Table 8.1 Strategies with the strongest support

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
Think and act regionally. Pursue partnerships with neighboring jurisdictions to create more effective resource management and conservation programs.	98	95.9%	1.0%	3.1%
Encourage mixed use and other land use patterns that reduce energy consumption and promote the alternatives to the auto.	97	94.8%	2.1%	3.1%
Encourage environmentally-friendly building construction practices designed to conserve water and energy, reduce pollution and flooding, and save natural resources.	99	93.9%	1.0%	5.1%
Establish a "green purchasing" program that emphasizes the purchase and use of environmentally-friendly products and services by Raleigh agencies.	98	93.9%	2.0%	4.1%
Design new employment centers to include housing and retail facilities in a pedestrian-friendly design.	100	93.0%	1.0%	6.0%
Expand the Greenway system by connecting the existing routes and providing additional connections between the greenways and destinations throughout the City.	112	92.9%	0.0%	7.1%
Expand and encourage partnerships among the City's many large institutions to coordinate future growth and development of these institutions with surrounding land uses and neighborhoods.	83	92.8%	1.2%	6.0%
Implement enhancements and additions to Raleigh's own transit services, in addition to working regionally, to provide improved transit options within the City.	110	92.7%	0.0%	7.3%
Design and retrofit streets to accommodate pedestrians, bicyclists, and transit users.	112	92.0%	0.0%	8.0%

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
Encourage environmentally sound landscaping and gardening practices.	98	91.8%	2.0%	6.1%

As shown in the table, the recommendation with the highest level of support was to think and act regionally, indicating a strong desire by participants and respondents to address regional issues such as transportation, growth, and economic development on a more regional level. Other strongly supported strategies include those that promote compact, mixed-use, and pedestrian-friendly development patterns; "green" initiatives; and partnerships with major institutions.

8.2 Strategies with Mixed Support

While all the strategies had majority support, some strategies had a higher number of people expressing that they did not support the strategy than did others. The following table presents the ten strategies that had the most people responding that they were not support of the strategy.

Table 8.2 Strategies with the greatest disagreement

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
Maintain very low density zoning at the urban edges of Raleigh's jurisdiction while significant infill opportunities still exist within the City, unless such re-zonings promote mixed-use, walkable centers.	85	50.6%	15.3%	34.1%
Consider assessing different levels of impact fees. Some fees would be reduced or waived fees in areas where the City wants to encourage development.	84	75.0%	11.9%	13.1%
Provide an expedited or fast tracking development review process for affordable housing developments.	87	62.1%	10.3%	27.6%
Improve water quality by further protecting streams and their buffers. One way to do this is protection of wider buffers along streams in the Neuse River basin.	98	81.6%	10.2%	8.2%
Acquire land at the edges of Raleigh's jurisdiction to conserve open space and establish a green boundary.	84	65.5%	9.5%	25.0%
Adopt an incentive-based inclusionary housing program to encourage private developers to	88	78.4%	9.1%	12.5%

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
include affordable units in new housing developments.				
Consider requiring that public facilities (for example, transportation, sewer and water) are adequate to support proposed development before building and subdivision plans are issued.	84	82.1%	8.3%	9.5%
Consider reducing off-street parking requirements for developments containing affordable housing units.	88	59.1%	8.0%	33.0%
Work with Wake County to provide job-training and education for those who need to re-train for new industry jobs.	69	82.6%	7.2%	10.1%
For areas within Raleigh's extraterritorial jurisdiction, revise development standards to require clustering of development and preservation of large areas of contiguous open space.	84	71.4%	7.1%	21.4%

As the table shows, using zoning to maintain low density along the urban fringe garnered the most dissenting votes, following by a strategy that would assess differential impact fees based on location. Two of the affordable housing strategies—a fast track review process and lower parking requirements—are on this list. However, it should be noted that at 15 percent, even the most unpopular strategy had only a minority of dissenting responses.

8.3 Areas for More Research and Outreach

There are a large number of strategies that for which respondents felt that they needed more information to form an opinion. This was a far more common response than the choice of not supporting the strategy. The following table shows the ten strategies that had the greatest proportion of respondents indicating a need for more information.

Table 8.3 Strategies with the greatest need for more information

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
Maintain very low density zoning at the urban edges of Raleigh's jurisdiction while significant infill opportunities still exist within the City, unless such re-zonings promote mixed-use, walkable centers.	85	50.6%	15.3%	34.1%

Question	Responses	I support this concept	I don't support this concept	I need more information to decide
Consider reducing off-street parking requirements for developments containing affordable housing units.	88	59.1%	8.0%	33.0%
In new neighborhoods, discourage large oversized blocks in favor of a finer-grained street grid.	95	63.2%	4.2%	32.6%
Increase residential density to support an expansion of goods and services.	68	66.2%	2.9%	30.9%
Provide an expedited or fast tracking development review process for affordable housing developments.	87	62.1%	10.3%	27.6%
Focus residential growth near to retail centers and corridors to help them remain healthy with a larger customer base.	68	70.6%	2.9%	26.5%
Promote compatible infill to reduce the need to invest in new roads, as well as the conversion of greenfields to urban uses at the outer edges of Raleigh.	110	74.5%	0.0%	25.5%
Establish parking policies that respond to the different needs of different types of areas – downtown, neighborhoods, mixed use areas.	110	74.5%	0.0%	25.5%
Acquire land at the edges of Raleigh's jurisdiction to conserve open space and establish a green boundary.	84	65.5%	9.5%	25.0%
Identify industries that can take advantage of the skills of the City's manufacturing workforce.	66	71.2%	6.1%	22.7%

The top strategy in this category, addressing low-density zoning at the urban fringe, was also the strategy with the highest proportion of dissenting responses. Other concepts which generated confusion included two related to parking policies; two related to the relationship between housing density and retail areas; and two related to discouraging growth at the urban fringe (including the most unpopular strategy discussed above).

The implication is that while many of the strategies in the table above have merit, their implementation will require a greater level of public outreach and education. Going forward, the City needs to be aware of the necessity of providing adequate information so that the public can understand the rationale and tradeoffs associated with strategies covering such topics as parking regulation and the grain of the street grid.

8.4 Implications for the Comprehensive Plan

While implications of the public input to the Comprehensive Plan have been detailed at the end of every chapter, the following is a targeted summary of the major points relevant to each of the six themes.

- Making the link between transportation investments and land use policy is the key to shaping future growth.
- The transportation element should promote a variety of transportation options including enhanced transit.
- The need to incorporate a greater share of the City's growth in infill locations already served by infrastructure will have to be balanced against the conservation of established neighborhoods.
- The plan must rise to the environmental challenges facing the City and region with an array of new policies targeting both public and private actors.
- The plan needs to address mechanisms for adequately funding and providing for the infrastructure that will support the City's future growth.
- The City must also take a leadership role regionally in addressing the myriad issues which cut across municipal and county borders.
- The City's approach to economic development must evolve to address the challenges that some neighborhoods and aging commercial areas are facing, so that the benefits of growth are broadly shared.
- To achieve its growth management goals, the City will rely on a mix of incentives (carrots) and regulations (sticks), with emphasis given to the former where appropriate and effective.
- The greenway system should play an expanded role in the realms of transportation (through its trail system), water quality, flood control, and habitat preservation.

Appendix A Vision Statement

Why Develop a City Vision?

Raleigh will face challenging trends and significant opportunities in the coming years. A vision for Raleigh plays a central role in the development of Planning Raleigh 2030, the update of Raleigh's Comprehensive Plan. Visioning can help to develop a common understanding of where we are today and where and how we want to grow and develop in the future. A vision also provides a framework for the development and organization of the updated Comprehensive Plan and gives city leaders direction on where the community wants to be in the future.

The primary purpose of Raleigh's Vision for 2030 is for the community to identify Raleigh's biggest challenges, understand how choices we make might affect our future, and how we balance these pressures in the face of change.

In short, this Vision for Raleigh is:

- a way of including a broad constituency in a discussion about where Raleigh is headed and where it **should** be headed;
- based on a summary of major issues and challenges facing the city; and
- a framework for organizing and guiding the update of the Comprehensive Plan.

The forecasted trends predict that Raleigh will grow by more than 200,000 people by 2030. The Triangle region as a whole is expected to gain more than 700,000 people, almost doubling in population. These people will likely be more diverse than those who are here today, as Raleigh attracts people from all over the country and the world to join its growing economy of high tech and service jobs. Global issues like rising energy prices and climate change will also impact our region. These and other changes can be identified and managed by development of a Vision for Raleigh and the update and implementation of a new Comprehensive Plan for Raleigh.

Raleigh 's Planning and Development History

Plan for A CapitalCity: In 1792, the General Assembly purchased 1,000 acres for the establishment of a capital city for North Carolina. William Christmas, a legislator, designed a plan and survey for the new town, which was established on 400 of the original 1,000 acre purchase. His plan was a simple grid that divided the city into four quadrants or wards. Nash, Moore, Caswell and Burke squares were located centrally in each ward. The Capitol was located in Union Square, the central square of the five-square plan.

1913 Plan: In 1913, more than 100 years later, Raleigh developed its first modern city plan for the growing municipality. Charles Mulford Robinson developed the plan and focused his recommendations on city beautification including eliminating overhead wires, sign control, street lighting, and a system of green parks. During the first fifty years of the 20th Century, Raleigh grew as streetcar lines were extended out Hillsborough Street and Glenwood Avenue. New "suburbs" such as Cameron Park and Glenwood/Brooklyn were constructed along these lines, which permitted the city to grow beyond a size limited by walking. Even so Raleigh remained relatively small, with a compact residential character complemented by State government offices and institutions.

By the mid 20th Century, however, rising incomes, low-cost fuels and the increased affordability of automobiles enabled a dramatic increase in distances between homes, shops, and offices. In fact, after 1950, the City's population density dropped dramatically, and has remained low as the City has grown outward in a low density pattern of development.

1979 Comprehensive Plan: The next plan for Raleigh was completed in 1979. It called for nodal development with much of the new development to be guided to "Metro Focus" areas located along major corridors, and Community and Neighborhood nodes connected by various corridors.

1989 Comprehensive Plan: The most recent citywide plan was adopted in 1989, and has been amended every year since its adoption. It continued the planning framework of nodal development with the inclusion of an Urban Form Map that identified a typology of centers, corridors, and focus areas. That plan is now almost 20 years old, with much having changed in that time.

Since 1980, the City's population has more than doubled from approximately 150,000 to approximately 370,000. During the same period, the City's land area has almost tripled in size from approximately 55 to 140 square miles. Clearly, the City's land area is growing to accommodate Raleigh's expanding population and job base.

Planning Raleigh 2030: In 2007, the City decided it was time to review and update the Comprehensive Plan to better address the issues and challenges the city faces today and tomorrow, such as incorporating green and sustainable principles, addressing transit and transportation, managing growth, the coordination of land use and infrastructure, affordable housing, the development of new communities, the conservation of existing neighborhoods, and the renaissance of downtown. Planning Raleigh 2030 is underway and it is anticipated that a new plan will be adopted by early 2009.

Anticipating Change—An Overview of Trends and Issues

Raleigh is a fast-growing city located in the second-fastest growing county in North Carolina, which in turn is part of the Research Triangle Region, the fastest-growing region in the State. While growth is not new to Raleigh, the magnitude of the growth and its implications on the City's infrastructure and quality of life do represent new challenges. Below are some highlights of the issues and challenges facing Raleigh today related to the physical growth and development of the city.

Educational Attainment and Income

Raleigh has a national reputation for its highly educated workforce, as well as the region's exceptional universities. In 2006, the percentage of Raleigh residents with Bachelor's degree or higher was 45 percent. The City's rate is much higher than the state's rate or 25 percent and more than two and a half times greater than the national rate of 17 percent. High school achievement is also higher than either the state or nation. The challenge will be to foster job training and technical skills for those without college degrees.

Higher educational levels typically translate into higher salaries. In 2006, the City's median household income of $51,000 was much higher than the state level of $42,000 and slightly higher than the national level of $48,000. However, the percentage of individuals below the poverty level was over 13 percent in the City, about the same as it is for the state and the nation. The City and County will need to continue to focus on quality education for youth and life-long learning opportunities to help those who need to move out of poverty. Affordable housing is also significant issue for lower income residents, especially since a car is often needed to find housing or employment.

Expanding Housing Choices

Single family homes make up nearly 50 percent of the City's housing units, while multifamily homes (including town homes) make up about 40 percent. This means that the City already has a very healthy mix of housing types that can meet the needs of Raleigh's current and future population. However, market pressures are driving up housing costs. Low income households have great difficulty finding affordable and decent housing options, and many middle income households also feel these pressures. Affordable housing provides stability

for families, improves opportunities for education and career advancement, and reduces the risk of homelessness for households that are dependent on low wages or fixed incomes. Affordable housing and workforce housing are key challenges that need to be addressed in the Comprehensive Plan.

Shaping our Residential Communities

The City's housing market has been strong. Since 2002, total permit activity has ranged from just under 5,000 to nearly 6,500 per year, with a five-year average of approximately 5,700 units per year. A range of housing is being built. The Comprehensive Plan can help guide how housing is developed in the future, and how new communities can be developed that are served by distinctive, mixed-use business districts and accessible by auto, transit, biking, and walking.

Developable Land Area

Based on its outward growth and annexation policies, Raleigh currently contains about 90,000 acres, and may annex a maximum of 43,000 acres in the future. Since 1990, the City has annexed about 1,900 acres per year. At this rate, the City has about 22 years of annexation growth potential, but "greenfield" development is only part of the story. Eighteen percent of the land area in the City's planning jurisdiction is currently vacant, and available for residential, commercial, and industrial uses. The Comprehensive Plan will need to provide guidance on both new development at the City's edges as well as fill-in development that can enhance and support existing residents and businesses.

Fostering Office Development within Mixed Use Developments

Raleigh also has a strong office market due to the region's educated workforce and skilled technology workers. Over the last four years alone, annual office development has more than tripled in construction value from $40 million to $125 million. One challenge for the future will be to foster mixed-use office environments that are more accessible to where people live, reducing travel times, and saving energy.

Strengthening Older Retail Areas and Managing the Location of New Retail

New retail development has also increased significantly over the last four years from about $30 million in 2002 to about $100 million in 2006. This has provided convenience for many residents. But it may also be taking its toll on some older business districts that are declining in the face of competition from this new retail development. In the future, Raleigh will need to balance the focus on new development with an equal focus on revitalizing older commercial areas so that older areas of the City are also served by high-quality and convenient retail services.

Focusing on Clean Industries

Like other regions of the country, the Triangle's overall manufacturing base is declining due to global industrial trends. WakeCounty's strongest manufacturing sectors include computers and electronics, electrical equipment and appliances, pharmaceuticals, fabricated metal products, printing, and food manufacturing. The challenge will be to maintain existing industries, focus on job-training and education for those who need to re-train for new industry jobs, and to continue to foster "clean" industries such as those locating on the North CarolinaStateUniversity's Centennial Campus.

Promoting Economic Equity

The City's diverse job base is strong in education, health and social services; professional, scientific, management, and administrative jobs; retail trade; public administration; construction; and finance, insurance and real estate. However, not all areas of the City have participated fully in the City's employment and retail

expansion, leaving some communities underserved. In addition, overall unemployment is low but many working residents in low paying jobs are not enjoying the fruits of the expanding economy. Public improvement strategies need to benefit all portions of the City and help to create competitive environments and opportunities for economic prosperity.

Broadening Transportation Options

In Raleigh, most commuters rely on the automobile to get to work: approximately 80 percent drive alone and some 13 percent carpool. A very small percentage walk, bike or use transit. The Comprehensive Plan will need to address how Raleigh can encourage land use patterns to support transit use and increase the supply of housing in close proximity to employment centers, so the City becomes more energy efficient, has less pollution, and provides opportunities to reduce commute times.

Protecting Historic Resources

The City of Raleigh has a unique heritage. Its cultural resources illuminate the economic eras, styles of development, and ways of life from more than two centuries of growth. In stark contrast to this rich history, much of Raleigh's built environment is new — almost 95 percent of the City's housing was built after 1950, and of that 65 percent was built after 1980. Therefore, promoting awareness of Raleigh's history, preserving historic resources, promoting a distinct sense of place, and ensuring compatible design within historic neighborhoods and landscapes is even more important.

Improving Air Quality

Air pollution is a regional, national, and international issue. Raleigh will need to continue to do its part to improve air quality, because it does not meet the U.S. Environmental Protection Agency's standard for ground-level ozone. One strategy is to provide alternatives to the automobile for a portion of daily trips — transit, walking, and biking —and to provide opportunities for people to combine car trips through mixing uses within communities and developments.

Managing Our Water Resources

Water is now one of the key issues for many communities including Raleigh. With its present supply constraints, FallsLake cannot solely provide for the future water supply needs of the City and the other Wake municipalities served by the City's water. The City will need to develop alternative water supplies, as well as conservation techniques. Ultimately, the City and its residents will need to use limited water resources more wisely.

Many people are concerned about water supply, but wastewater treatment is also a concern. The NeuseRiver will not be capable of accommodating all the City's future wastewater management needs. The City will need to develop alternative management options, such as: conserving and minimizing water use, reclaiming water for irrigation purposes, and optimizing and expanding current treatment capacity as technology improves.

Expanding our Parks and Open Space

Raleigh has a well developed park and greenway system. Building on this success, the City will need to provide new parks and preserve additional open spaces, special landscapes, and natural resource areas for its growing population in the future.

Challenges Ahead

Overall, Raleigh has many positive attributes to build upon to increase its livability and improve the prosperity of its residents. Raleigh continues to attract new residents and businesses from other areas of the country. This growth has brought the City economic prosperity but also threatens to overwhelm the resources, quality of life, and sense of place that have been hallmarks of the community. The City has a highly educated population and many higher education institutions.

As part of its updated Comprehensive Plan, Raleigh will need to address the challenges ahead: managing where and how growth occurs; balancing that growth with infrastructure; protecting and enhancing natural resources; implementing green and sustainable building practices; focusing on growing successful neighborhoods; expanding affordable housing, defining a transit future by coordinating land use and transportation; and increasing cooperation within the region

Raleigh 's Vision for 2030

Based on the existing issues, trends and challenges, Raleigh needs to set its course and move boldly ahead to be able to achieve its goals for the future. The Vision below expresses where we want to be and should be by the year 2030.

Raleigh Vision for 2030

We will be a city that values and fosters development that provides economic prosperity, housing opportunity, and equity for all Raleigh residents. Raleigh will embody environmental conservation, energy efficiency, and sustainable development. Raleigh will be a great place to live with distinctive and attractive neighborhoods, plentiful parks and green spaces, quality schools and educational opportunities, and a vibrant downtown.

Vision Themes

Our vision is reinforced by six key themes: Economic Prosperity and Equity; Expanding Housing Choices; Managing Our Growth; Coordinating Land Use and Transportation; Greenprint Raleigh – Sustainable Development; and Growing Successful Neighborhoods and Communities.

Economic Prosperity and Equity

Raleigh will embrace and value diversity, innovation, and equity so that there is a high quality of life for all residents. All areas of the City and its residents will prosper from the City's economic expansion. Raleigh will be nationally known for its cluster of high-tech research and development firms based on cooperative relationships between local universities, government, and private firms. Raleigh's skilled labor force will attract businesses that take advantage of the highly educated and technically oriented residents, which in turn will continue to fuel the development of quality residential and employment opportunities. Expanded educational and training programs will provide the opportunity for all of Raleigh's population to participate in the expanding economy. We will also embrace diverse creative economic sectors, and our city will be enlivened with nationally-regarded arts groups, performance spaces, and residents employed in creative occupations that will enhance our economy, community and the quality of our lives.

Expanding Housing Choices

Raleigh will have an expanded supply of affordable and workforce housing options that provide housing opportunities for all segments of our population. This expanded supply of decent affordable housing will provide stability for families, improve opportunities for education and career advancement, and reduce homelessness for low and moderate income households.

Managing Our Growth

Raleigh will foster quality growth through more integrated land uses, alternative transportation modes, green building technologies and development practices, and open space and resource conservation. We will manage growth and provide desirable places to live and work while also cooperating with other jurisdictions in the region. Adequate infrastructure will be planned and in place as development comes on line.

Coordinating Land Use and Transportation

Raleigh will coordinate its transportation investments with desired land use patterns to plan more effectively for housing, employment and retail uses, and for public services. Higher density residential and mixed used development will provide the land use pattern needed to support successful new local and regional public transit services. We will also have additional bicycle and pedestrian paths and roadways that better serve us all.

Greenprint Raleigh—Sustainable Development

Raleigh will be nationally recognized as a model green city. Environmental sustainability and stewardship—the protection and wise use of resources for existing residents and future generations—will be institutionalized. Individuals, institutions, businesses and government will work together and enhance the natural environment through policies, decisions, and investments. The City will significantly improve its environmental policy framework and land management practices; acquire sensitive lands; and preserve water, air and lands resources.

Growing Successful Neighborhoods and Communities

Growth and new development will be accommodated within Raleigh through creative solutions that conserve our unique neighborhoods while allowing for growth and expand our local businesses. The City will have healthy and safe older neighborhoods that are conserved and enhanced through careful infill development that complements existing character and responds to natural features. Newly developed areas will be diverse walkable neighborhoods with streets and provide access to open space, community services, retail, and employment.

Development of the Vision

Public outreach and dialogue is a central component of the comprehensive planning process. The Department of City Planning, lead agency for the update of Raleigh's Comprehensive Plan is providing a wide variety of civic engagement opportunities and forums throughout the city and the planning process. These include public workshops, smaller scale community meetings, stakeholder roundtables, and opportunities for on-line consultation. The centerpiece of the civic engagement effort is a series of nine citywide public workshops held in three rounds of three meetings.

The first set of these meetings were held in November 2007. "Vision" and "Values" were the focus on these workshops. These workshops were publicized widely in the local news media including print, radio, and television as well as through the city's web site. More than 330 people participated in the workshops and this turnout for all the meetings was at or near capacity.

A draft vision statement was presented at the workshops in November and was preceded by a brief presentation that included an overview of existing conditions and an assessment of the State of the City today. After the presentation, participants worked in facilitated small groups to explore what they heard in the presentation and their reactions to the draft vision and the State of the City description. Each table discussion was staffed by a facilitator and a note taker. Comments were also recorded on a brief questionnaire to record participants comments about what might be missing from the vision and what challenges they thought were most important and needed to be addressed in the Comprehensive Plan.

The Department of City Planning read carefully through all the responses and comments for recurring themes, areas of agreement, and areas of contention. All of this input was used to revise the Vision for Raleigh and to help shape the next stages of the Comprehensive Plan update.

While much of the participants' comments affirmed key parts of the draft Vision Statement, it was clear that revisions were necessary to fully address the comments and input received at the workshops. There was a strong sense that the Vision when revised needed to place a stronger emphasis on social equity questions such as jobs and wages, integrated communities, and affordable housing. The three themes of the draft Vision (Balanced Growth, Greenprint Raleigh, and Innovation, Education and Creativity) were well-received on the whole. Clarity on what exactly is meant by "balanced growth" is needed as it seemed to mean different things to different people. Participants stated that affordable housing, expanding transportation choices, and addressing growth management should be addressed and included in the Vision for Raleigh.

Next Steps

Raleigh's Vision for 2030 will be used to set the frame for the updated Comprehensive Plan. After the Vision is completed, the planning process will begin to focus on the development of the plan's goals, preliminary policies and associated maps. The process is expected to take a number of months with a draft plan available to the public in the fall of 2008 and anticipated adoption in early 2009.

Appendix B Handouts and Questionnaires

Participants at the March Workshops were provided with handouts and questionnaires for each of the six topic areas. The handouts provided background information condensed from the Community Inventory Report and the input from the November workshops, and were provided to inform the discussion in the breakout sessions, as well as the input collected on the questionnaires. The following chapter of the workshop record reproduces both the topical handouts as well as the text of the survey questionnaires.

B.1 Expanding Housing Choices

Workshop Handout

Framing the Issues

Raleigh is a growing and desirable location for new housing and jobs. However, market pressures are driving up housing costs. Low income households have great difficulty finding affordable and decent housing options and middle income households also feel these pressures.

Housing is usually considered "affordable" when housing costs do not exceed 30 percent of household income. Affordable housing includes units assisted with public financing as well as privately owned market rate units, such as older apartment complexes.

Affordable housing provides stability for families, improves opportunities for education and career advancement, and reduces the risk of homelessness for households that are dependent on low wages or fixed incomes.

Affordable housing is also an economic development issue: it will become increasingly difficult to fill jobs within the service economy without an adequate supply of affordable housing and a range of housing opportunities throughout the City.

This handout seeks to broadly frame the issues facing Raleigh related to affordable housing and set the stage for the small group discussions at the second round of Comprehensive Plan Update workshops. After participation in the discussions, please use the Affordable Housing questionnaire to tell us what you think about some preliminary ideas listed here to better expand the City's supply of affordable housing.

Key Issues

- Raleigh will benefit from producing new affordable units throughout all areas of the City. This will insure that low income households can live near new and existing jobs and schools.
- The 2008 fair market rent for a modest one bedroom apartment in Raleigh is $717 and a renter household with an annual income of $15,000 can only afford a monthly rent of $375.
- There are approximately 11,000 units of assisted affordable housing in Raleigh, including 3,580 housing choice vouchers.
- There are approximately 20,000 renter households in Raleigh with incomes below $20,000 per year. The Raleigh Housing Authority is currently providing housing to only 5,100 households.
- Hundreds of affordable housing units within Raleigh's older neighborhoods have recently been demolished due to infill redevelopment or have been converted to condominiums.
- The density bonus to encourage affordable housing in downtown has never been used by private developers

What Participants Said in November at the Visioning Workshops

What participants had to say on housing affordability included the need to:

- Place stronger emphasis on scattered and multi-family affordable housing.
- Affirm the value to Raleigh of diverse communities including economic and racial diversity.
- Focus on providing affordable housing for those households with low and very low incomes.
- Encourage mixed-income and mixed residential neighborhoods that are designed to promote community and sense of place.
- Promote affordable downtown residential housing.
- Adopt an inclusionary housing ordinance that requires affordable housing as part of all larger developments.

Workshop Questionnaire

Preliminary Ideas and Strategies to Expand Affordable Housing

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. Here are a few preliminary ideas and approaches to address affordable housing in Raleigh. Please use this questionnaire to tell us what you think.

Retain and Expand Affordable Housing

Target affordable housing units for the working class, low income, and special needs population. This will make sure that units are available for the lowest income households as well as households with special needs (seniors, persons with disabilities, etc.).

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Create a permanent local funding source to help produce and preserve affordable housing units, such as a Local Housing Trust Fund.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand the City of Raleigh's Affordable Rental Program. This unique program enables the City to acquire and maintain affordable rental units for households below 50 percent of median income throughout all areas of the City.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand programs that offer low-cost financing, down payment assistance, tax relief, and grants for home maintenance and purchase.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Implement the existing City of Raleigh housing element strategy to co-locate affordable housing in conjunction with the development of new school sites. This will require additional coordination with Wake County.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Adopt an incentive-based inclusionary housing program to encourage private developers to include affordable units in new housing developments. Inclusionary zoning is a technique that encourages a percentage of the units in new non-subsidized housing developments to be set aside as "affordable" to low or moderate income households. To offset the reduced developer profit, a density "bonus" allows a somewhat higher number of units to be built on the site.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Promote mixed income neighborhoods throughout the City, particularly areas accessible by transit. Mixed income neighborhoods increase vibrancy, increase choices, and promote economic diversity.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Reduce Barriers

Consider reducing off-street parking requirements for developments containing affordable housing units.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Provide an expedited or fast tracking development review process for affordable housing developments.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Other Comments or Ideas on affordable housing you would like to Suggest?

_____

_____

_____

Please turn this questionnaire in tonight before you leave. Thank you.

B.2 Greenprint Raleigh

Workshop Handout

Framing the Issues

The City of Raleigh faces many environmental challenges including air pollution, water pollution, the loss of tree cover, flooding and stormwater management, soil erosion, water supply shortages, and loss of open and green spaces. The Comprehensive Plan Update provides an opportunity to develop new policies and actions that address these issues more effectively and holistically.

A major goal of the Comprehensive Plan Update is to enhance the City's environmental policy framework and land management practices to protect the environment and preserve water, air and lands resources. Environmental sustainability and stewardship – the protection and wise use of resources for existing residents and future generations – is a key building block for the updated Comprehensive Plan.

This handout seeks to broadly frame the issues facing Raleigh related to enhancing environmental sustainability and set the stage for the small group discussions at the second round of Comprehensive Plan Update workshops. After participation in the discussions, please use the Green City questionnaire to tell us what you think about some preliminary ideas listed here to improve environmental sustainability.

Key Issues

- Ninety percent of employed Raleigh residents travel to work by car; eighty percent do so alone. A low percentage ride transit or bike or walk to work.
- As a nation, more than two-thirds of our petroleum consumption is for transportation. Land use and City and regional transportation planning need to be coordinated properly to reduce petroleum consumption.
- Both water quality and water quantity play significant roles in the City's ability to meet the needs of its growing population. The City of Raleigh drains to the Neuse River, one of the most polluted rivers in the country.
- Regional air quality has shown some improvement in recent years, but Raleigh still does not meet the EPA's standard for ground-level ozone.
- The City has subscribed to the US Conference of Mayors Climate Protection Agreement. This agreement challenges the City to reduce greenhouse gas emissions.
- The Triangle's temperate climate, Raleigh's nationally recognized park system including the Capital Area Greenway System and nearby State Parks all contribute to the area's attractiveness for current and future residents.

What Participants Said in November at the Visioning Workshops

What participants had to say on environmental sustainability included the need to:

- Improve environmental education.
- Increase restrictions on development in sensitive natural areas
- Develop regulations on green building techniques.
- Identify and ensure protection of our most valuable landscapes and ecological areas.
- Become a leader in environmentally sustainable, LEED certified green building.
- Become a national model of a green city.
- Encourage land use patterns that reduce energy consumption.

Workshop Questionnaire

Preliminary Ideas and Strategies to Improve the Environment

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. We have listed a few preliminary ideas and approaches to address environmental sustainability in Raleigh. Please use this questionnaire to tell us what you think.

Green Building and Site Design

Encourage environmentally-friendly building construction practices. Environmentally-friendly, or "green" buildings are designed to conserve water and energy, reduce pollution and flooding, and save natural resources. Green roofs are an example. They can reduce runoff, absorb air pollution, create amenities, and reduce energy consumption.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Create "Low Impact Development" standards and incentives. "Low Impact" means that a large portion of rainwater is retained and absorbed on site instead of running off into the stormwater system and local waterways or creating large stormwater facilities such as ponds.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Natural Resource Management and Preservation

Consider additional permanent water conservation measures to reduce overall water usage by residents and businesses.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Identify and ensure protection of Raleigh's most valuable landscapes and ecological areas.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Implement appropriate restrictions to protect environmentally sensitive areas. Sensitive areas could include steep slopes along streams, areas with unstable soils, floodplains, Neuse River buffers, and wildlife corridors.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Strongly discourage further channelization of streams. Focus instead on projects that "daylight" (uncover buried) streams and replace concrete culverts with earthen channels and encourage open, natural streams instead of using hard structures in streams.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Encourage environmentally sound landscaping and gardening practices. These include selection of disease and drought-resistant species, alternatives to the use of chemical herbicides and insecticides, and composting of yard waste.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Improve water quality by further protecting streams and their buffers. One way to do this is protection of wider buffers along streams in the Neuse River.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Greening the Government

Pursue LEED (Leadership in Energy and Environmental Design) certification for all new buildings designed and operated by the City of Raleigh government.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Establish a "green purchasing" program that emphasizes the purchase and use of environmentally-friendly products (e.g., recycled paper, compact fluorescent bulbs and LED fixtures, hybrid buses and cars, etc.) and services by Raleigh agencies.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Think and act regionally. Raleigh's environmental challenges cross political boundaries. Pursue partnerships with neighboring jurisdictions to create more effective resource management and conservation programs.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Encourage mixed use and other land use patterns that reduce energy consumption and promote the alternatives to the auto (transit, walking, or biking).

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Other Comments or Ideas on "Green City" you would like to Suggest?

Please turn this questionnaire in tonight before you leave. Thank you.

B.3 Economic Prosperity & Equity

Workshop Handout

Framing the Issues

The Triangle is one of the nation's most rapidly growing regions. It has benefited from its long-time investment in major educational institutions and the Research Triangle Park. The expanding base of technology industries continues to generate new jobs and attract skilled workers to fill them.

The area's highly touted quality of life provides regional employers with a competitive advantage for attracting and retaining qualified workers. Protecting that quality of life into the future is critical to the region's and Raleigh's ability to continue flourishing.

Raleigh's economy is increasingly interconnected with the region. Employees cross-commute, new businesses develop to serve companies throughout the region, and existing industries spins off new businesses.

Raleigh hosts a large share of the county's medical and educational institutions, which tend to have multiple facilities in various locations. These provide a large number of jobs and the potential for additional growth and economic development spin-off in the future.

With the region as a whole, Raleigh's economy has shifted to one that is more technology-based and less reliant on government and manufacturing. The dwindling number of manufacturing jobs emphasizes the importance of education and training for residents to allow them to move into the stable, well-paying jobs of the future.

Raleigh's office and retail sectors are strong and growing. New retail provides convenience for many residents. But it may also be taking its toll on some older business districts that are declining in the face of competition from this new development.

Entrepreneurs provide economic vitality as they respond to market needs, grow their businesses and hire local residents. Actions that encourage, support and nurture small business activity help all parts of the economy. Raleigh has many entrepreneurs and the presence of research universities and others will continue to fuel growth of upstart businesses.

This handout seeks to broadly frame the issues facing Raleigh related to economic prosperity and equity and set the stage for the small group discussions at the second round of Comprehensive Plan Update workshops. After participation in the discussions, please use the Economic Prosperity and Equity questionnaire to tell us what you think about some preliminary ideas listed here to better promote economic prosperity for all.

Key Issues

- In 2006, the City's median household income of $51,000 was much higher than the state level of $42,000 and slightly higher than the national level of $48,000.

- The proportion of individuals below the poverty line was over 13 percent in the City, which is about the same as it is for the state and the nation.
- Overall unemployment is low but many working residents in low paying jobs are not enjoying the fruits of the expanding economy.
- Not all areas of the City have seen office and retail development, leaving these communities underserved.
- Substantial employment growth is forecasted for Raleigh – roughly 170,000 new jobs expected to be created in the City by 2035. The Comprehensive Plan can influence the location of this growth.
- More than 80 percent of new shopping center space is located in North Raleigh where residential growth has also been strong.

What Participants Said in November at the Visioning Workshops

What participants had to say on economic prosperity and equity included the need to:

- Make Raleigh a great place to live for everyone. All should have opportunities to obtain a quality home and job.
- Create desirable communities throughout the City.
- Provide affordable housing to achieve equity and social balance that reflects a healthy community.
- Use incentives to encourage sustainable development and neighborhood preservation standards.
- Balance income levels across the city. Remove the pockets of disadvantage.
- Encourage revitalization of blighted areas without displacement of long-term residents.

Workshop Questionnaire

Preliminary Ideas and Strategies to Improve Economic Prosperity for All

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. We have listed a few preliminary ideas and approaches to address economic prosperity in Raleigh. Please use this questionnaire to tell us what you think.

Creating Desirable Employment and Retail Centers

Encourage reinvestment in and/or redevelopment of older shopping centers.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Focus residential growth near to retail centers and corridors to help them remain healthy with a larger customer base.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Encourage developments combining high-quality office space with housing and support retail and services, such as the American Tobacco Campus in Durham.

__ I support this concept
__ I don't support this concept

__ I need more information before I can form an opinion

Providing a Qualified Labor Force

Identify industries that can take advantage of the skills of the City's manufacturing workforce.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand workforce training options for City's expanding industries (for example, hospitality/food service, tourism, medical device manufacturing, advanced medical care/clinical research).

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Work with Wake County to provide job-training and education for those who need to re-train for new industry jobs.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Geographic distribution of employment and retail development

Provide incentives for job and retail development in underserved areas of the City, or potential centers where market interest has been weak.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Increase residential density to support an expansion of goods and services.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Supporting Entrepreneurs

Capitalize on the advantages of and spin-off opportunities from Raleigh's many higher education institutions. This promotes economic development in underserved areas of Raleigh.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand support and incentives for local entrepreneurs and small businesses, which could include startup and gap financing, and technical assistance.

__ I support this concept
__ I don't support this concept

__ I need more information before I can form an opinion

Other Comments or Ideas on Economic Prosperity and Equity you would like to Suggest?

_____

_____

_____

Please turn this questionnaire in tonight before you leave. Thank you.

B.4 Growing Successful Neighborhoods & Communities

Workshop Handout

Framing the Issues

One of the major goals of the Comprehensive Plan Update is to ensure that neighborhood character is preserved and enhanced as neighborhoods change over time. For Raleigh to prosper, the City's neighborhoods must have opportunities to grow as the city grows, evolve as demographics and market conditions evolve, while still maintaining the residential character that attracted residents in the first place.

There are trade-offs and challenges that must be addressed. These vary based on the nature of the particular neighborhood. The City must strategically manage neighborhood change to preserve the character of stable neighborhoods, reduce the displacement of households in transitional neighborhoods, make less prosperous neighborhoods more attractive and livable, and make newer neighborhoods more connected and livable.

Many of Raleigh's established neighborhoods have historic and physical characteristics that make them unique and desirable places in which to live. These same qualities can lead to development and redevelopment pressures that threaten the very qualities that make the neighborhoods attractive Infill development within existing neighborhoods can be out of scale or character with existing patterns of development. On the other hand, if properly managed, infill development can reduce the market demand for housing units at the city's rural edges, tap into existing infrastructure and reuse the street existing network.

For some existing neighborhoods with substantial vacant land and buildings, new housing can help to improve livability and vitality and provide the buying power to support and attract retail and other services. But all of this depends on managing the infill and redevelopment process well through regulation and a predictable and transparent process so that the outcomes are positive for the neighborhoods involved and the City overall.

For newly developing areas of the city, there is a need to improve the design and mix of uses to reduce and shorten automobile trips and promote walking. This too will need to be addressed in the Comprehensive Plan Update and in the subsequent update to the city's development regulations.

For all neighborhoods, services including retail and local-serving services, public facilities, schools and parks and open space contribute to their livability. This mixing of uses also can reduce or shorten car trips and promote convenience and a sense of place and identity. These non-residential uses are also important to conserve. In some cases, retail corridors in older neighborhoods have declined over time and been replaced by newer and larger retail stores in other parts of the city. Finding ways to reuse and revitalize these older and sometime obsolete retail services is key to the revitalizing and supporting existing, older neighborhoods.

This handout seeks to broadly frame the issues facing Raleigh related to creating successful neighborhoods and set the stage for the small group discussions at the second round of Comprehensive Plan Update workshops. After participation in the discussions, please use the Growing Successful Neighborhoods questionnaire to tell us what you think about some preliminary ideas listed here.

Key Issues

- Infill redevelopment in occurring in many existing neighborhoods inside the Beltline. This includes new development of vacant lots as well as the demolition of older houses and replacement of those with new ones.
- Between 2002 and 2007, almost 650 housing units were demolished and replaced with new single-family houses.
- Land use patterns outside the Beltline are characterized by residential neighborhoods on cul-de-sac streets. Land uses tend to be separated. Multi-family developments are plentiful but tend to be self-contained with internal, private circulation systems.
- Both single-family and multi-family areas often lack the street connectivity that helps facilitate walking. The lack of street connections also funnels car trips to major thoroughfares even for local trips such as grocery shopping.
- The mixed-use districts permit a wide variety of uses to locate within the same zone. However, yard, setback and buffer requirements prevent these uses from mixing in a walkable, urban manner. Outside of Planned Development Districts (custom zones tied to master plans) and a few overlay districts, Raleigh does not have zoning districts that permit the type of urban forms called for in its current Comprehensive Plan.

What Participants Said in November at the Visioning Workshops

What participants had to say on neighborhood development included the need to:

- Preserve older neighborhoods. These provide a diversity of housing choice.
- Change development patterns in suburban areas to a more urban character with grided streets, pedestrian connections, and mixed uses.
- Embrace and nurture ethnic and socioeconomic and religious diversity, not just ways to "put up with it."
- Promote development and redevelopment that will maintain the desirability of neighborhoods as places to live/work/shop over the long haul.
- Stop demolishing of older neighborhoods.
- Manage redevelopment and infill to retain the city's urban character.
- Reuse underutilized, previously developed land to promote more compact and walkable neighborhoods.
- Implement an interconnected street pattern with relatively small block size. This makes it possible to redevelop and revitalize areas to meet changing needs of society in the future.

Workshop Questionnaire

Preliminary Ideas and Strategies to Manage the Growth and Conservation of Raleigh's Neighborhoods

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. Here are a few preliminary ideas and approaches to address the development of successful neighborhoods. Please use this questionnaire to tell us what you think.

Accommodating new development within existing neighborhoods

Protect and conserve the scale and character of the city's historic neighborhoods. Infill development should be encouraged in these areas, but its scale and character must complement what already exists.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

In neighborhoods with substantial parcels of vacant land, new development and redevelopment should act as catalyst to attract new uses and services and enhance the neighborhood. This will help meet the needs of the existing and future residents of the area.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Upgrade commercial areas and Corridors to serve residents better

Consider providing incentives to promote redevelopment of underperforming, "stripped-out" corridors such as Capital Boulevard and New Bern Avenue to encourage revitalization and improve the function and appearance of these important corridors.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Promote the redevelopment of more focus areas into mixed-use, walkable places, such as North Hills.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

As opportunities arise, enhance and retrofit existing office nodes with new residential and retail uses to reduce the dependence on auto travel while enhancing these areas for multiple uses.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

New Neighborhoods and Developments

In newly developing areas of the City, accommodate growth and develop in mixed use neighborhoods with a variety of housing types.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

In new neighborhoods, discourage large oversized blocks in favor of a finer-grained street grid.

__ I support this concept
__ I don't support this concept

__ I need more information before I can form an opinion

In new developments, incorporate existing assets such as significant natural landscapes and resources into the design of the site, as well as shared open spaces.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Design new employment centers to include housing and retail facilities in a pedestrian-friendly design.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Review and revise the City's parking standards. Current standards often require more parking than typically needed with no maximum established. Parking maximums should be explored as a means of encouraging efficient site design and lower levels of impervious surface.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Other Comments or Ideas on Shaping the Growth of Successful Neighborhoods You Would Like to Suggest?

_____

_____

_____

Please turn this questionnaire in tonight before you leave. Thank you.

B.5 Managing our Growth

Workshop Handout

Framing the Issues

The Comprehensive Plan will include updated guidance on managing growth at Raleigh's outer edges as well as within built up areas of the City. Policies that seek to manage growth in Raleigh must acknowledge and balance tensions between economic development, social justice, and environmental protection—in essence, they must provide sustainability for Raleigh in the long-term. They must also reflect regional realities, goals and needs.

The City has been growing rapidly and this growth is consuming more land. Low density and dispersed jobs and housing locations dependent upon the automobile are making for longer cross-region commutes. This increased scale of commuting is threatening the region's environment and quality of life.

Managing how and where growth occurs in Raleigh must address a number of factors including:

- the location and character of community expansion,

- the preservation of natural resources and environmental features,
- the efficient provision of community infrastructure such as water, sewer, and transportation,
- the creation and maintenance of a desirable quality of life, and
- the improvement of economic opportunities and social equity.

Raleigh has a number of tools that can help shape the growth including the 1989 Comprehensive Plan and its component Urban Form Map, the City's zoning and development regulations (its powers within its planning jurisdiction); its regional agreements to provide sewer and water; its investment in transportation infrastructure; its policies on infill and development; its protection of natural resources and environmental features; the acquisition of lands deemed not suitable or desirable for development; the regulation of land development to protect water quality and watersheds; and preservation of open spaces—to name a few. Other tools may be needed. The ultimate goal of managing growth is to conserve and provide desirable places to live and work.

This handout seeks to broadly frame the issues facing Raleigh related to managing growth and set the stage for the small group discussions at the second round of Comprehensive Plan Update workshops. After participation in the discussions, please use the How and Where Should Raleigh Grow questionnaire to tell us what you think about some preliminary ideas listed here to better manage how and where growth goes.

Key Issues

- There are over 11,000 acres of vacant land within city limits and another 9,000 acres outside of the city limits but within the extraterritorial jurisdiction. This is very significant amount of developable land.
- Substantial employment growth ad household is forecasted for Raleigh – roughly 170,000 new jobs and 92,000 new households are expected by 2035.
- Low density, single-family development with a physical separation from supporting commercial uses is the dominant land use pattern in Raleigh.
- Low density residential development, more than any other, drives land consumption patterns in Raleigh. This development requires investment in additional road capacity and extensions of water and sewer infrastructure to continue. Such investments have fiscal and quality of life implications.
- The zoning code reinforces auto-oriented development through minimum parking requirements (with no maximums), large building setbacks, and buffer yards between differing uses.

What Participants Said in November at the Visioning Workshops

What participants had to say on growth management included the need to:

- Leverage the growth and take advantage of it.
- Focus on revitalization and upgrading of existing neighborhoods and built up areas as much or more than expansion at the edge of the city.
- Growth brings new jobs and households. Balance these benefits with the costs of this growth on public investment in schools, roads, parks, and other physical infrastructure and the lost of open areas.
- Create an urban growth boundary or a line beyond which no new development will receive water, sewer and services.
- "Grow Smartly—management of growth is key to the entire plan"
- Address concerns of sustainability and infrastructure.

Workshop Questionnaire

Preliminary Ideas and Strategies to Shape Raleigh's Future Growth and Development

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. Here are a few preliminary ideas and approaches to address citywide growth management. Please use this questionnaire to tell us what you think.

Managing citywide growth

Maintain very low density zoning at the urban edges of Raleigh's jurisdiction while significant infill opportunities still exist within the City, unless such re-zonings promote mixed-use, walkable centers.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Acquire land at the edges of Raleigh's jurisdiction to conserve open space, and establish a green boundary.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Define policy areas that establish distinct development areas or tiers in the City. Tie these areas to development standards and infrastructure investment plans. The idea would be to make it clear what the City's policies are for desired density, development patterns, and the provision of city infrastructure and services. An example of such areas or tiers might be Downtown, Developed Areas (for instance, inside the Beltline); Developing Areas; and Conservation/Management Areas.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

For areas within Raleigh's extraterritorial jurisdiction, revise development standards to require clustering of development and preservation of large areas of contiguous open space.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Consider requiring that public facilities (for example, transportation, sewer and water) are adequate to support proposed development before building and subdivision plans are issued.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Consider establishing minimum densities in areas where the City wants to create urban centers and maximize densities in conservation areas where the City wants to retain low densities and protect environmental resources.

__ I support this concept

__ I don't support this concept
__ I need more information before I can form an opinion

Partnerships

Develop a regional compact among the Triangle's cities and counties to manage regional growth. This would be a voluntary agreement on future urban growth and services as well as where urban growth is not recommended on a regional basis.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand and encourage partnerships between the City's many large institutions (State government, universities, and hospitals) to coordinate future growth and development of these institutions with surrounding land uses and neighborhoods.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Paying For Growth

Consider assessing different levels of impact fees. Some fees would be reduced or waived fees in areas where the City wants to encourage development (for example, redevelopment areas, transit oriented development areas).

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Other Comments or Ideas on Shaping Raleigh's Future Growth You Would Like to Suggest?

_____

_____

_____

Please turn this questionnaire in tonight before you leave. Thank you.

B.6 Coordinating Land Use & Transportation

Workshop Handout

Framing the Issues

Over the past decade, there has been growing interest in integrating transportation and land use planning, recognizing that land use not only influences transportation outcomes, but that transportation investments also influence land use decisions. Throughout the US and the Triangle Region, people are increasingly aware of the inter-relationship between land use and transportation. Transportation investments, water and sewer

infrastructure, and land use plans and regulations create the framework for community growth and development. These have great influence on the location of urban and rural development, economic prosperity, environmental quality, and social equity.

Better coordination between transportation and land use will allow Raleigh to plan more effectively for housing, employment and retail uses, and for public services. This should include mixed use development supported by new and improved public transit services, the construction of additional bicycle and pedestrian facilities, multi-use paths, and the design and implementation of roadways to better serve Raleigh's land use and development goals.

The development of a multimodal approach to transportation planning (incorporating facilities for automobiles, transit, pedestrians, and bicycles) strengthens the transportation system. It is strengthened by increasing motorized and non-motorized transportation choices such as riding transit, walking and bicycling can all help improve environmental quality. Transportation choices also offer alternatives for some populations with limited access to automobiles, including young people, the elderly, the disabled, and low-income residents.

The Special Transit Advisory Committee (STAC) has been working on a new regional transit plan for the Triangle region which will contain recommendations for funding regional transit and list corridors throughout the region for major transit investments.

This handout seeks to broadly frame the issues facing Raleigh related to the need to better integrate land use with investments in transportation. It sets the stage for the small group discussions at the second round of Comprehensive Plan Update workshops in March. After participation in the discussions, please use the Coordinating Land Use and Transportation questionnaire to tell us what you think about some preliminary ideas to better coordinate land use and transportation.

Key Issues

- In general, the demands on the transportation system are reduced when housing is located close to places of employment and shopping. When people have transportation choices and spend less time traveling in single occupied automobiles overall quality of life may improve.
- Raleigh's reliance on the roadway system and its lack of a rapid transit system limits choices and has short and long-term impacts on land development, the City's economic future, and its environmental health.
- Low density areas of single-family development have high rates of automobile ownership, extensive need for roadways, and are difficult to serve with public transit.

What Participants Said in November at the Visioning Workshops

What participants had to say on land use and transportation coordination included the need to:

- Change land use patterns to include more density and nodal development that can be served by transit.
- Provide alternatives to the private automobile.
- Phase transportation investments with land use development. Too often the transportation lags behind.
- Focus more on local roadway and sidewalk connections among and between neighborhoods, retail, and employment areas.
- Concentrate density in centers and corridors planned for transit. This land use pattern will increase transit ridership and help preserve existing neighborhoods.

- Connect the greenways and provide better access to them throughout the city. Also provide more bike and pedestrian connections.
- Encourage land use patterns that increase density in the downtown core and other centers to reduce energy consumption, and enhance vibrancy, and the cosmopolitan identity many residents desire.

Workshop Questionnaire

Preliminary Ideas and Strategies to Improve Land Use and Transportation Coordination

The important work of the Comprehensive Plan Update is to generate new policies that address the development and growth issues facing Raleigh. We have listed a few preliminary ideas and approaches to address ways to improve land use and transportation coordination. Please use this questionnaire to tell us what you think.

Complete streets

Design and retrofit streets to accommodate pedestrians, bicyclists, and transit users.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Improve pedestrian safety. Increase techniques such as textured or clearly marked and raised pedestrian crossings and pedestrian-actuated signal push buttons.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Transportation Choices

Continue to work with other regional jurisdictions and stakeholders to make improved regional transit a reality through substantial investment in transit infrastructure.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Implement enhancements and additions to Raleigh's own transit services, in addition to working regionally, to provide improved transit options within the City

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Expand the Greenway system by connecting the existing routes and providing additional connections between the greenways and destinations throughout the City.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Examine ways to fund a regional transit system such as consideration of an increase in sales tax region-wide.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Integrating Land Use and Transportation Decision-making

As part of the Comprehensive Plan Update, develop a future land use map that shows the desired and intended land use within Raleigh's jurisdiction. Use this map to define and plan appropriate transportation investments to serve those intended land uses.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

System Efficiency and Adequacy

In the short-term, consider implementing enhanced transit service in key corridors where long-term transit improvements are planned. This could include increased bus frequency, designating bus only lanes, and signal preemption (priority green light for buses), better bus shelters, and scheduling information.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Establish parking policies that respond to the different needs of different types of areas – downtown, neighborhoods, mixed use areas.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Land Use and Urban Form

Encourage mixed use centers and corridors that meet the needs of Raleigh residents, provide opportunities for walking, and also reduce automobile usage.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Promote compatible infill to reduce the need to invest in new roads, as well as the conversion of greenfields to urban uses at the outer edges of Raleigh.

__ I support this concept
__ I don't support this concept
__ I need more information before I can form an opinion

Ensure that the street patterns of newly developed areas provide alternatives for internal circulation and connection to other neighborhoods, parks, shopping areas, and employment areas.

__ I support this concept

__ I don't support this concept
__ I need more information before I can form an opinion

Other Comments or Ideas on Coordinating Land Use and Transportation you would like to Suggest?

_____

_____

_____

Please turn this questionnaire in tonight before you leave. Thank you.

Appendix C Written Survey Responses

The following is a transcription of the long-form written responses that workshop participants and on-line respondents entered on their questionnaires.

Coordinating Land Use and Transportation

More thru neighborhoods routes, less arterial routes. Protected bike lanes. More route planning for bike traffic. Light rail for all types of riders, need riders vs. choice riders.

Regardless of regional transit initiatives, Raleigh must invest in public transportation and integrate density around it. In general, roads are too big, and facilitate auto trips and prevent other modes.

Greenway connectivity is key to making them useful for transportation. Infill compatibility needs to be defined to be enforceable.

As a cycle-commuter, daily general cycler, and daily pedestrian, I cannot emphasize enough how badly we need better accommodations for bicycles and pedestrians. In my opinion, NO new roads NOR re-pavements of existing roads should be allowed without inserting bike/pedestrian lanes. Period. How to pay for it? Gasoline tax. Road usage taxes—increase the annual inspection fee for autos. Just about any addition to the meager environmental impact fee taxes. Etc.

I don't have any specific suggestions right now, but I energetically support where this is leading. Raleigh must continue looking forward and put these ideas into action so we don't become another Atlanta or one day, LA. Thanks for making this online and accessible.

More dedicated bike lanes!

On parking: ease restrictions downtown so that opening or expanding businesses is not so onerous! Businesses on Glenwood South (for example) should not have to provide parking in order to exist. That street (and many others downtown) are pedestrian-friendly and close to parking decks. Policies that insist upon parking for business permits damage downtown and discourage business!

Just build the rail line to RDU, Durham and Chapel Hill. Investment in these corridors (downtown, fairgrounds, RBC) will follow. Charlotte's city council understood this and fought for it, and they were right. Ridership is higher than expected. Raise the tax, build the line. Raleigh needs bike lanes along major primary routes (that are protected) and have bike lines (stripes) painted on major secondary roads - such investments are minimal and show also make drivers aware of bikers as well.

Please consider changing light sequence at Rock Quarry Rd. and Sunnybrook Rd to toggling sequence where one side of Sunnybrook (Amphitheater side) goes and then the other side of Sunnybrook (towards Hwy 40) goes. At least during the weekdays when traffic volume is more dense.

Consider taxes besides increasing sales tax.

500 character limit, give me a break[1]. I wonder what is meant by "compatible infill." I agree with the premise of the question regarding land use and urban form, but the follow-up question about street patterns appears to reference a suburban pattern of development (recognizing shopping areas and employment areas as distinct zones). This distinction will not help Raleigh grow into a diverse 21st Century urban leader.

Don't put all effort on downtown improvement at the expense of urban areas. There is a need for both groups.

Thanks for the thoughtful consideration of these issues. Good luck, especially, with the promotion of public transportation of all kinds, as well as mixed residential/ commercial development.

Suggested growth should not include putting any restrictions on land holders/ property owners. Property rights are #1- have the city plan for the use of city owned land.

Integrated park and ride options.

Include lower income housing in mixed-use.

Regional transit is key. Linking areas of the Triangle. Neighborhood connectivity also key. Perhaps also encourage incentives of some sort for HOVs.

Need policies to encourage making transit improved such as park & ride lots, bus shelters, trolley's; City should lead by example with hybrid & electric buses & city vehicles, carpooling, bus rapid transit; Provide real incentives for HOV lanes, dense mixed use development with connected transit, hybrid vehicles

Sidewalks! with safe crossings on major roads encourage people to walk; using tax cuts etc.; Transport mini hubs for each district that connect to each other; Streamline bus system w/ more routes & operates efficiently

Maximum parking limits for commercial buildings; Light rail local & regional; Bus shelters; Tax incentives/ requirements for businesses who offer incentives to employees for carpooling.

Suggestions for future questionnaires:1)Ratings for importance for each of these (ex. which of the ideas is most important?) 2) Ratings of intensity/degree (ex. strongly, somewhat, etc) Suggestion: Facilitator needs to have strong facilitation skills. Ours spent about half of the hour reading the handout and then having us complete the questionnaire.

Regional governance. One MPO, one transit agency.

Density near corridors/ Provide transit rail

Who would ever reject any of these statements. I want to see the stats from these...[2]

Sidewalk connectivity, well defined & lighted bike paths.

Retrofit pedestrian ways. Encourage higher density and mixed use.

Very good ideas. We need to continue to move away from cars.

First I recommend park and ride from Cary & Apex to Raleigh with commuter buses. Also raised pedestrian crossing over Western Blvd. by NC State. Start small I say!

I am not an urban planner, but as one who rides a bicycle and/or bus to work, it appears that growth is not planned well when it comes to reducing our pollution and need for cars (note the death of a Raleigh bicyclist yesterday). As our city transitions from a relatively small southern city to an urban center, now is the time to plan well, using best practices from success story locales.

Pedestrian bridge needed along Atlantic Ave over Capital Blvd; Streetcars would be a nice alternative to buses for the downtown area; Light rail to airport, RTP, Durham and along Capital Blvd. to Wakefield or diesel train

Extend bus and transportation hours. Light rail/ mono rail systems as development grows.

Support for the concepts to reduce percentage of land devoted to transportation/ parking (It's around 20% of Wake County); Re-evaluate design standards to lead toward traffic calming/ speed reductions to faster safer alternative modes of transportation. (ped/bike); Forgiveable sidewalk repair & build program; Allow more neighborhood commercial opportunities.

Look at good examples of retrofitting streets to accommodate pedestrians & bicycles. Encourage public transportation improvements, make it free.

My principle concern is to make Raleigh habitable for decent, civilized, non-automotive humanity. An automobile is a luxury like a yacht or a private aircraft. But I have never been denied a job because I did not own a yacht.

Rather than start planning with land use (construction) only, transportation should be part of the planning at the time land use is planned. What an awful sentence. Sorry bout that, getting punchy.

We need to provide businesses & services that people really need drugstores, grocery stores, post off. etc.) in the mixed use centers, as well as affordable housing throughout the city.

More investment in CAT. Make the bus convenient and even fun.

Who will pay for all of these things? It all sounds great in a perfect world but [would] cost a lot and [require] extra ROW dedication by property owners? More taxes for businesses or an equitable tax shared by all citizens.

I do not support the conversion of existing green fields (Schenk Forest or existing farm land, or existing virgin forests).

Incentives for transit like parking.

Work on connecting roads between existing neighborhoods. Establishment of facilities such as tunnels, overpasses that minimize pedestrian/ vehicle interference on busy roads.

Development hubs and transit must be planned together to succeed.

Do it quickly.

Survey all employers in Raleigh city limits to determine how their employees get to work. Would they give up their vehicle for public transit? What would it take for them to do that? (incentive)

Urge completion of [Interstate] 540 to provide basis of transportation network including various modes of public transit and allow growth of nodes/ village center connected by both roads and public transit.

Properly placed and planned nodes- with mix of residential and commercial job. Less movement by cars- shorter distances that are more manageable to walk bike- consider shuttles with areas. Smaller buses that have better fuel efficiency. Need proper mix of roads and transit. With influx of population will need 540 completed ASAP.

Tax heavy vehicles. Tolls coming into city--variable city. Mixed public transport- light rail, bus, zip cars.

Need to provide carrots to developers--what can

Existing neighborhoods need better sidewalk connections and like routes.

Congestion policy is a great idea! Also lots of park and ride options.

Look at incentives for carpooling- etc, tax or free downtown parking.

True bike lanes are key to successful bike commuting. When discussing planning terms such as "nodal" development, give a real life example, i.e. North Hills, is helpful for non-planners to understand concept. I don't see North Hills as a desirable development model.

We need a more thorough, useful and comprehensive transport system that can pay itself via tax incentives/ deductions.

Work with county to encourage school children use public bus system. More careful look at pedestrian circulation within shopping centers such as Briar Creek.

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[1] DCP emailed this individual with an offer to accept a longer form response, but this email was not returned.

[2] The full statistics from the questionnaires are provided in the body of the report.

Expanding Housing Choices

City exert authority over RHA money.

It would be great to have an Affordable Housing Commission or a Mixed-Income Housing Commission, or some body connected with the city to be knowledgeable in housing policy and innovations/ and have the authority to influence planning and development.

San Francisco is doing great things with promoting "smaller neighborhood" concepts. Great government incentives have been in place for years to develop lower cost or subsidized housing throughout the city. Not only is this attractive to architects, developers and builders, it is to the average citizen that is wanting a cleaner city. It helps get people off the streets and back into their own lives. Check out David Baker and Partners, Architects in SF more images of housing projects.

Vital we avoid socio-economic "monocultures" in wealthy areas of North Raleigh. Affordable housing must NOT be ghetto-ized.

"Consider reducing off-street parking requirements for developments containing affordable housing units."<---- This is a great idea! Do the same for businesses in DT Raleigh.

Again, see Charlotte as a good example of successful redevelopment of mixed use and mixed income housing. Former housing projects (Piedmont Courts, for example) were bulldozed and rebuilt in attractive housing styles with mixed subsidized/rental/owned properties. This has also worked well for infill development in former industrial areas of Charlotte. This has worked well in the redevelopment of the Pilot Mill area of Raleigh.

There is much more to a Comprehensive Affordable Housing Program that can be fully realized if an "Affordable Housing Commission" is created [1].

Raleigh needs inclusionary zoning. At minimum 10% of units at 80% of median in the downtown. The infill issues in downtown neighborhoods-inside the beltline-affect the affordable housing supply. Tearing down small houses and duplexes does not increase density and is the loss of affordable units.

1)Create affordable housing commission. 2)Require mixed income neighborhoods throughout the city.

Create an Affordable Housing Commission designed after those in other cities that work

Selling the community on the benefits of affordable housing is important as well. It carries a bad image in many minds. I see very little PR effort in this area.

Thought the ideas about transportation and affordable housing were great. Perhaps changing the schedule of transit groups to be more inclusive of people who need affordable housing. An affordable housing committee through the city of Raleigh would be a good idea.

The city needs to look at more subsidy programs and inclusionary zoning to help solve the affordable housing issue. We will also need to create an affordable housing commission.

Public tax dollars should not be used to convert low income people to owners of homes across the board. Many are not capable or responsible enough to fill the role of homeowner (i.e. maintaining a home). Notice what is happening now with many subprime borrowers.

Non-market based approaches that address the affordable housing situation will not succeed. We must consider more robust alternatives (referenced here - i.e. fast tracking, density bonuses, parking reductions, etc.) but we must also eliminate outdated code (zoning and subdivision) standards that eliminate the possibility to create housing types for different consumers. When one housing type predominates, others are affected.

Didn't have time to finish!

There are a lot more housing issues to consider than affordable housing. I don't think that handing financing and other incentives to undeserving is a solution to maintaining vibrancy. There needs be ample screening for the beneficiaries of such programs. Workforce housing in great locations is important but, housing varieties need to be adequately planned into master communities and not mixed in buildings and neighborhoods. That concept is not likely to get legs.

Breakout the term "density." I'm interested in the density of people not square footage as areas redevelop.

Support 'affordable' housing (AH) for all segments of pop., not just lowest income levels; Consider mandatory AH standard for all new residential dev. A fee in lieu of actual dev. could be applied to sm. projects; Co-location of (AH) could also be applied to economic dev.-retail, office, manufacturing-w/large employment. Not all would be appropriate but it would help in access to employment; Funding will be necessary to address housing needs; Economic issues of elderly also need to be addressed.

We do not seem to have touched upon the incentive that works with private developers. Perhaps there should be mandating of inclusionary housing programs. It seems to me that we may be talking about a trade of problems. (Housing vs. traffic/road congestion); Question: in the race breakout on the community profile-where is the Hispanic population?

Expedited on fast track review process for affordable housing development without additional cost. Studies show voluntary inclusionary zoning does not work- probably need to consider mandatory inclusionary zoning.

Encourage keeping & improving existing housing rather than new housing (to sustain growth). Discourage the destruction of existing houses period.

(Provide an expedited or fast tracking development review process for affordable housing developments) This is also essential to meet deadlines w/other financing revenues.

I do not support inclusionary zoning.

Transit problems must be addressed

Keep taxes, bureaucracy low

[Note: these comments were written on the survey form and directed at particular strategy statements] #2: impact fees and/or building permits; #3: as long as it is not only in SE Raleigh; #4 especially for police/fire/EMS/teachers, etc; #5: if residents get to go to the "attached" school; #6: also workforce housing; #7: rail and bus transit; #8: a lot of affordable housing has too much parking right now. See Eastwood Court, etc (east of downtown); #9: red tape makes redevelopments cost even more.

Maybe allowing developers to install garbage disposals if they build affordable housing would be a way to encourage it...just kidding :-)

Financial education facilitates affordable housing; promote mixed use neighborhoods, inexpensive rental & affordable housing co-located; Explore the refurbishment of existing multi-family rental units as purchasable units.

Create special zoning/code categories that allow for increased housing densities & increased heights for wood frame construction (which is economically more viable.) Ex: Seattle, WA

Mixed Income PLUS mixed use (in an atmosphere conducive to pedestrian and non-motor transport) Thanks for this opportunity to hear good ideas from many people.

I didn't want to live in a city where the people who provide all the services & upkeep can't afford to live in it.

Increase impact fees! Inclusionary Zoning.

Review projects/ experiences of other cities with similar size in others states or counties

I see a trend of denser housing in Raleigh which is good, my number one concern is care is taken to keep affordable housing stock. I believe an inclusionary housing program is the best way to do this.

I totally support integrating all kinds of folk through out the city.

Bring transit to more areas instead of new development.

Consider property grants- donations of land/ housing to families and communities. Consider reducing or eliminating property taxes, especially for low-income housing sites. Prioritize ownership over rental as an opportunity for poverty solutions.

Graduate of impact fees based on unit value. Require city employees to live in city [limits] or ETJ. Affordable housing near retail.

Reduce the fees charged by the city for affordable housing development. Reduce water and sewer tap on charges, inspection fees, requirements to build streets and convey to the city, etc. Not just impact fees.

I would suggest the reuse of material, the use of abandoned buildings and training in high schools for cheap labor and develop experience for the new workforce.

Encourage people that lease retail in mixed-use to have employees live in the residential part of the mixed use.

City of Raleigh needs to preserve small housing rather than destroying housing through code enforcement. Small housing should be protected in all neighborhoods in order to provide density. Middle class is being priced out by McMansions, etc.

Teach people property upkeep. Provide subsidy or an incentive for those of a lower income to integrate into the community. Keep trees no massive tree cutting.

Communication to public— getting key people involved. Outreach to HOAs through property management companies. Poll attendees to see how they are finding out about forums.

We should attempt to increase the lines of communication between developers and local communities to achieve a common goal.

Consider transit in conjunction with development. Require energy efficiency for affordable housing or it will not remain affordable. Require developers to return to the community some of what they take in profits: impact fees—make them higher. Offer community service credits that can be used to help pay rent in mixed income units.

Do not provide more housing units than you have customers, it is damaging to the program.

What data is available as to the vehicle ownership in affordable income need segment. Perhaps we would find most need vehicle and would not use transit to go everywhere they need to go. I believe high percentage of this segment prefer and sacrifice to own their own vehicle.

Be careful when you start throwing out inclusionary zoning. We'll make affordable housing more difficult by moving projects to other markets. Slowing/ stopping growth this way will endanger infrastructure business model for municipalities.

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[1] Note: An Affordable Housing Task force was created by Council action on April 15, 2008.

Greenprint Raleigh

Need to add general comment about wildlife value of landscape, not just corridors. Need to emphasize the crucial importance of close-to-home nature for children—as discussed in 'Lost Child in the Woods'—low. No mention of landscape restoration as well as preservation.

As for water and energy usage, I propose having occupants at an address "register" via SS# or some other identification. Then, set pricing tiers based on consumption per person per house. This is simple, simply implemented, and completely fair. Then, there is no need for water/power restrictions. The price can be set to control this.

I'm realizing as I take this survey, that this is not a survey. The questions are loaded.

The government should lead this drive 100%. I am an architect that is heavily involved in green building strategies. People will change slowly but the government, which represents a huge amount of people and resources, can make a quicker impact.

All new commercial/retail establishments above some threshold should have to install rainwater collection and reuse (i.e. cistern) systems. Require installation of precipitation detectors on automated watering systems (no sprinkling during rainstorms), and require that automatic watering systems at commercial/retail establishments reflect the Phase I water restrictions (i.e. watering once/week)

Increase the price of water. Supply and Demand works!

Lessen length of red-light time on stoplights and coordinate them (especially in more congested areas) in Raleigh. This would reduce congestion and emission rates.

All really good comments—start with new development & give incentives.

No chemicals like pesticides in playgrounds; More neighborhood parks for new development; Free bus ride days; Save our tree canopy—bury power lines & save our trees

Tax incentives for permeable driveways; Credits for rain barrel purchase; Bicycle lanes that are not indistinguishable from turn lanes

Make new programs budget neutral w/increased fees for non-compliance & reward new growth that minimizes impact, and therefore enables more growth, with 'fast track' permitting. Incentivize technologies with tax credits for incremental costs, offset loss of revenue w/increased fees and tiered utility pricing. City should develop own green building program—LEED too expensive. Reward service firms for green building services with sole-source contracts in exchange for sharply reduced rates.

Public-private partnerships for energy-efficient, environmentally friendly design; City projects should be examples of energy-efficient, environmentally friendly design; Incentives for developers and residents; Review process streamlined.

Use the flat roofs of downtown buildings for solar panels & green roofs—do a few pilot/ partnership demo projects. Arm low income housing areas with CFLs & other inexpensive energy saving devices.

It would be so nice to bike on Wade Ave. or Glenwood or Peace St. to get to other neighborhoods without getting killed by cars. Start there with the bike lanes so we can get to downtown!

Regulatory programs such as the Neuse Buffers are inconsiderate of context. Appropriate development is contextually based according to proximity to centers and edges of town. Neuse (and other regulatory buffers) consider everything to be one size fits all. I do not support additional regulations that are not context based. Additionally, channelization of streams can provide valuable urban amenities and I do not believe they should be outlawed across the board.

Identify strategic conservation areas and protect them with development rights, conservation easements, and city-purchased parks. In addition, implement an urban growth boundary.

Long-term water supply planning should be incorporated with the Comp. Plan.

The 'greenest' buildings are those that have already been built; Adopt more innovative technologies and more stringent standards; Traditional Neighborhood Design; Afforestation to offset carbon emissions and provide nature parks.

The devil is in the details. Avoid regulations mandating on businesses or others. Incentives to act within city's view (which must be stated) for developers.; Do not support APF's; Protect private property rights; Unfortunate consultant threw out personal beliefs about yards will be brown in 20 years.

Acquisition of land in suburban Raleigh neighborhoods for the creation of neighborhood parks. Provide trails or low traffic connections between parks.

We may have some hard choices to make if low impact means low density and thus conflicts with the need for public transit. But higher densities in some areas can spare wildlife in others. Raleigh's homebuyers today destroy the land in order to enjoy it.

I encourage Raleigh to assess the green spaces we have left and consider purchasing or incentives to save green space and forests— encourage native planting, green building, conservation of water. Recycling. Bicycle lanes and transportation.

Editorial comment (spelling error) in the following statement: Natural Resource Management and Preservation Strongly discourage further channelization of streams. Focus... "daylight"(uncover — this should be BURIED — duried) streams...

As a green leader, city government needs to lead by example. In order to be considered at the standard Raleigh has set forth by 2030, it needs to act quickly so that residents have 10-20 years to learn, believe, and change.

Revise park management practices to encourage small parks and wild places

Consider policies toward "LEED for Neighborhoods" What is the next step for a citizen to promote a specific reclamation project? For example, the Capital Blvd. stream reclamation site is very exciting.

Examine pesticide use for cosmetic purposes in parks (reduce). Ban leaf blowers! Not kidding! Bring back the rake! Encourage use of grey/black water systems-tax break?

Don't go for reducing energy consumption. Instead, use alternative sustainable sources & energy fluids (ex. biomass + ethanol + nuclear) energy for electric energy.

City Public Service campaign to educate the community on practical ways individual citizens can make a difference. (examples—carpooling, public transportation, water barrels, florescent lighting, wet rag car wash, etc, etc.)

Priortize these??

Need to find & protect the Green Infrastructure.

I think the city should promulgate laws prohibiting the use of certain herbicides, etc. Additionally we should initiate a graduated water fee system.

All this sounds good, but when it comes down to the actual policy what does it mean? How expensive will homes be? How much will taxes rise? Will impractical and unused transit solutions be pursued with no improvement to Raleigh?

Make on road protected bike lanes; More regional bus planning; Radial design bus route planning.

I suggest prioritizing survey questions; Need more environmental education with the city leading in public buildings & parks; Encourage sustainable practices & sustainable development, mixed use with transit connections, xeriscaping, rainwater catchment, green roof & buildings, carpooling with park & ride walkable communities.

Must change the performance metrics of transportation, energy use, trash collection, water use, etc., to take into account full life cycle costs.; Buffers can be anti-urban—these are appropriate for the urban edge areas—focus on water quality—not always buffers.

Pursue a sustainable site initiation to compliment LEED. Recognize green infrastructure as a city/public system.

Support for community gardens.

Economic incentives (both positive and negative— through fees & taxes) as well as regulation (ex. zoning) for many changes are needed, re: greening, land use, transportation; Excellent facilitation by Elizabeth Alley and important expertise by note taker Jason Reyes.

The easiest questionnaire ever! All of these ideas make sense, urgently!

More organized small parks. Preserve Dorothea Dix as a large park for the city.

Every appearance commission survey conducted over the past 20 years has revealed citizens appreciation and interest in protecting Raleigh's trees. This plan should reflect that desire— Raleigh: City of Oaks.

We need to encourage green practices but the key word is encourage not mandate. Keep regulation, taxes and bureaucracy low. Should be city encouraged but privatize the effort.

This year is the year of energy at NC State: are there ways the city and the university can partner at least in terms of promotion of these ideas and the education of the public?

Dix campus should be preserved, connected to downtown and NCSU. Provide positive incentives not negative fees.

More green roofs on city buildings. Create some height sidewalks at crosswalk.

Regional transit/rail. Bike lanes/racks. Water conservation landscaping.

In addition to LEED, the city should go after 2030 challenge for energy efficiency. And express plan review for green projects will be great incentive.

Regulate growth in impact fees. We can slow growth to a manageable land and still be economically viable.

Need to ensure that new development are mixed use includes requirements for small neighborhood parks within the community. These should supplement larger city parks that contain active recreation elements.

Encourage smaller, smart houses.

Landscaping— Native plants encourage. LEED and sustainable sites initiative— provide incentives in the form of the expedited review and waive fees. Preservation= green— low/ no carbon footprints

Better planning of sidewalks, bike lanes and greenways. More community hubs so less commuting.

Encourage amenities to downtown to pull people into downtown. Recycling— make people do it. The city council must lead— they are the voice of Raleigh to the Raleighites.

Prepare for migration due to sea level rise.

Bike trails— connectivity parks, retail, schools, residential etc.

Public transportation needs to be alternative energy derived. All future development should incorporate environmentally sustainable features. This should be a law.

I like park and rides in subdivisions, also incentives for new construction and refurbishing existing buildings to meet LEED standards.

When replanting is required / desired in developments at least 50% should be native hardwoods; a city arborist should be consulted with ecologist e.g. at NCSU for species selection; some are better for shade, form, strength, safety, life span etc.

I support all ideas that are sustainable and loving. We all share the same land and other natural resources. I have many ideas around bringing people of diverse backgrounds together for our one common cause. Preserving planning for our beautiful home. Raleigh NC.

Growing Successful Neighborhoods & Communities

We need to improve the availability & visibility of public transportation. Having just moved back to Raleigh from a stint in the WashingtonDC metro area. I am struck by the lack of advertising for public transportation in Raleigh.

I highly support revising the city's parking standards. I've been a part of many projects that were shelved or scratched simply because of parking, thus we've missed out on great additions to the city. I would encourage density growth in the urban sections of town. I live in CameronVillage area (Bellwood Dr), but it's is still very suburban. There is not housing above the shops, and the parking is too great. People should walk.

Cul-de-sacs should be strongly disfavored except in compelling circumstances.

Increase impact fees on new development and discourage development along I-40. The Interstate is a means to quickly get from A to B and should remain so. Provide TAX INCENTIVES, GRANTS or other financial benefit to developers or individuals building in [Note: this comment was entered on-line, but cut off]

character of community need to be maintained, however, community may have change in definition of character should someone take opportunity to make [Note: this comment was entered on-line, but cut off]

More design control for new construction in neighborhoods (local historic districts for example); Protection of smaller houses; Updating zoning to deal with lot coverage, height, etc for new construction (our current zoning is horribly outdated).

Shaping growth and connecting neighborhoods depend a lot on carefully planned transportation. Practical retail incentives

Setbacks in 5 Points need to be increased. The footprints of new houses (teardowns) are way too large. Although we are FOR less parking lots in front of retail establishments, these infill houses need to provide for 2 cars off street parking WITHOUT putting the cars right in their front yards, especially on top 100 year old tree roots. The City needs to take better care of its tree cover and enforce protection of large trees. Also, we all know the height that is permitted is a joke.

I would like to see the city include additional building type options making specific room in certain zoning districts (R6, R10) for cottage courts, live/work structures, and accessory dwelling units by right according to design standards. These should be separate from any neighborhood conservation district or other overlay. We must encourage the creation of neighborhood fabric that includes small scale centers for "ward level" gathering places, and that requires more active building types.

Complete/ develop NCOD for every part of the city now! Put the CAC/RCAC structure within the Planning Department—that would improve the city wide sense of community.

(Re: 3rd to last question) Open spaces-just be careful-do not overdo or you're furthering "drive 'til you can find a house" domino effect. (Re: Last Question:) Everywhere I go to shop for ex, there are barely enough parking spaces. Instead, how about tax incentives for recycling older buildings in scattered neighborhoods for small businesses so we don't have to drive to "big box" retailers.

Implement dog parks and enforce picking up fecal matter.

Very important to reduce sprawl and make better use of the spaces developed.

Place more emphasis on people impacts when looking at development and redevelopment.; Plans are irrelevant unless implementation strategies are put in place.

It is my opinion new development within existing (especially older) neighborhoods is very important and must be allowed to happen. This new development MUST (again, my opinion), however, be sensitive to the character, style, and size of existing neighborhood homes. Establishing same FAIR method of limiting square footage, height, open space, setbacks, etc. should be a priority for any plan for new development in existing neighborhoods.

It's not about single-family home vs. townhomes or condos... It's about stopping gated communities, forcing homes to face streets, have sidewalks, avoiding dead ends & cul-de-sacs. Interconnectivity! Cars, pedestrians, bikes, etc.

Out of town mitigation.

Please make this city safer for biking and walking! Community gardens.

There seems to be a need to more strongly incentivize small businesses in standalone structures that are integrated within residential areas.

Mixed community development.

More neighborhood parks-common places; Connect large parks to neighborhoods with bike & walk paths; Neighbors approval of what will be built when older home is torn down.

Review home occupation/shops standards; teardowns/rebuilds should have design standards, maintain scale/character of the neighborhoods = max. of 15-20% increase in FA Ratio; The focus of neighborhoods should be to foster the ability of neighbors to co-mingle, develop relationships, more opportunities to allow people to get out walk, see/talk to each other should be encouraged.

Policies and regulations that promote/require connectivity between neighborhoods & between neighborhoods & retail/ employment center. Current practices that encourage cul-de-sacs and poor access result in overburdened arterials and discourage walking; Revisions to the zoning ordinance to reasonable residential building heights & side yard setbacks badly needed. A 40f house is an office building! Other triangle towns/cities restrict SFD building heights to 35' or 36'. Why doesn't Raleigh?

Downtown—protect the downtown character; when people come to Raleigh, what do you show them? Crabtree Mall? No, there are precious places downtown that need to be protected; Also promote more family friendly activity, so many people are walking around D.T. Raleigh on Sundays (families pushing baby buggies) & them have nothing to do or see. Need to make it easier for businesses, family friendly activities to happen.

As a transplant from Philadelphia to Raleigh, I immediately noticed how little history was still left in an already small downtown area- Raleigh downtown neighborhoods do have a unique quaint feel and that should be preserved- we can build another "TownCenter" anywhere in the other hundred miles of the Raleigh city limits.

It takes 50 years to mature a neighborhood to the point it could go on the Nat. Reg. of Historic Places. Raleigh has few that will qualify in the coming 50 years. It needs to save the ones it has on the Registry.

Create more historic overlay districts. Preserve the existing stock of housing by encouraging additions rather than teardowns. Recognize that as-built is greenest. Don't presume to know what future generations should save. Change neighborhood by neighborhood.

Diversify street vocabulary.

There needs to be recreation space in new and revitalized neighborhoods where kids can play basketball. Open space is nice but ad hoc free play is essential to normal childhood development. Don't allow teardowns. Renovate, expand, relocate, and reuse for affordable housing.

Existing zoning of current residential neighborhoods should be ... and corrected where it does not match existing development.

I'd like to see a map of where redevelopment is likely throughout the entire city. Vulnerable areas would / could get special help to deal with the attendant issues and opportunities.

Incentivize LEED and sustainable sites initiative. In lower density- encourage hybrid grid/ cul de sac development for connectivity. Model NCOD process on Historic District process.

Promoting neighborhood growth requires understanding to the life goals of the individuals in the neighborhood and tailoring the cities standards for.

Policies need to be put in place to deal with large homes being built in neighborhoods that have smaller older homes.

Rezone existing neighborhoods to match the built environment—change the RID zoning to R4 in areas that are already built that way.

Protecting historic homes to neighborhoods is great but measures are needed to still allow responsible development. Also- overlays shouldn't be used as a means to keep out renters and low incomes. Retrofitting existing single use areas are a great idea. Design measures are needed to integrate new uses (streetscape, parking, setbacks, etc) Parking—also reductions permitted when uses are mixed, transit stops provided etc.

More activity hubs (e.g. grocery stores, small retail) to foster physical activities and interactions among residents. Can also serve as car pool and bus stops. Provide affordable housing around hubs for people who work at the stores and offices.

Strategy to maintain the integrity of existing old and or historic neighborhoods that add value to new growth.

This process is purely political. They planners already know what they want to do. Theses meetings do not allow true public input.

More money needs to be spent on revitalization of socioeconomically depressed areas such as SE Raleigh while avoiding re-gentrification. A holistic neighborhood revitalization plan should be developed and implemented.

You need to focus on smaller size developments with the plan verse thinking of large mixed use development.

Look at changing the way the city approves zoning changes. Should we go to form based code? Maybe

Managing Our Growth

Impact fees are an important tool for fairly funding improvements. Infrastructure capacity increases (new schools, roads, water resource development) should be funded by the growth that makes them necessary. Maintenance of the new resources is appropriately funded by this new tax base. Don't make existing residents pay for growth they may not want. Purchasing the Dix land for use as a park would be massively great.

Six words: IMPACT FEES, IMPACT FEES, IMPACT FEES. They should be MUCH MUCH MUCH higher. Period. Builders who argue this are short-sighted and self-serving.

Higher density = walkable areas

Reconnect to Durham & CH/Carrboro. Raleigh is losing them as they go their own way thinking more pragmatically in terms of managing growth. Do not allow building permits without preexisting infrastructure.

Revitalization of existing areas

This area need to continue growing, however, we need to have balance between business & residential areas. Bring businesses out to residential areas. More parks in neighborhoods for more of a community feel.

Private property rights need to be built into plan; 'Balancing' of issues is important to Raleigh-part of history of the city; Balance varieties of: housing; business; commercial; industrial (make healthy city). Allow city to grow with infill and on boundaries-important to have both. Nodes are good.

Do not create urban growth boundary: better to guide growth than leave it to county, i.e. large lots with sewer redevelopments; Continue to solicit property owners comments as plans are proposed that may affect their property.; Continue to balance property owners rights to use and development desires for their property with community needs and growth needs.

The best type of growth is capitalistic—however, growth needs to be absorbed by all residents not just by impact fees/ transfer taxes that penalize citizens buying/ selling a home. Those people are stimulating the economy and shouldn't have to pay more for the privilege. If people stop buying homes or you put excessive fees on building, contractors won't build. This will result in a lack of housing and terrible unemployment. The projected growth of this city needs places to live!

One idea I saw in Maryland is a cap on property taxes to prevent increasing property values from driving fixed income or low income people out of a neighborhood—the important part being that the taxes are automatically re-evaluated and adjusted when the house is sold. I would really like to see more mixed uses allowed & encouraged.

Subtract proposed open space and undevelopable lands from the acres of vacant or developable land. Recognize the city's green infrastructure as one of the public facility/ service systems. Raleigh is a desired "brand" that must be protected and nourished, and cookie-cutter regulatory solutions must be avoided.

Whatever can be done to mix up citizens with each other, make commerce viable in neighborhoods, and give appealing alternatives to travel by car, let's do it! Thanks for the forum opportunity, and best of luck.

Provide equitable facilities & services to all neighborhoods in Raleigh.

Be sure that we don't get bogged down in impracticable ideas. Let's intelligently approach any new rule making. It is key to develop in an orderly way, but it is important to note that the city does not always know the best on how to develop an area. Let's not lose the forest from the trees. I like the idea of incentives, though, to lead in certain development areas.

All development should require sidewalks, and if beyond a certain size, a public transit station easement. In addition walkable communities should be required.

It is my opinion impact fees should be assessed at FAIR levels (which I consider to generally be higher than the current levels) to offset infrastructure construction and maintenance costs. Lower fees would be acceptable in established areas with adequate existing infrastructure, but should be higher (perhaps substantially) in areas of new development.

In considering the objectives, focus should be placed on a balanced and incentivized approach vs. punitive and onerous (bureaucratic) measures

Water supply planning should be implemented in Comp. Plan

Thanks for this. Please do good.

This comp plan is only 2030. It is reasonable to set a boundary for the next 22 years. Preserve the reserve.

1) Consider very seriously how growth is paid for - impact fees for example. 2) Decide a few key character features that are maintained Green, Trees, etc.

Need to find what we have, how, and how we save what's good

Plan for water in new growth areas. Limit growth to what available water will support

Very well moderated sessions.

I do not know what the best practices in structured and planned urban growth are, but by the strain caused by the last ten years of what appears to be a free for all seems to have benefited the developers/builders while leaving the taxpayers holding the bill for required infrastructure. Please, please, please, consider requiring that public facilities (for example, transportation, sewer and water) are adequate to support proposed development before building and subdivision plans are issued.

Increase historic districts, allowing extensive well planned extension & expansion; Develop neighborhood clusters allowing each to have a say in density & regulation.

It is important on how we manage growth. Pay attention to areas that want change and retain character with growth in areas that want to retain [their character?]

Open space/ parks in urban areas as well in areas outside of the urban areas; Floodplains/ streams-watershed protection; APFO*; School sitting/ design.

Need a financial plan to support comp. plan. Need a real, reliable linkage.

Protect floodplains and watersheds; Protect culturally significant areas (historic neighborhoods); Create transit corridors-encourage development and density along same.

Please preserve what history& green space we have left including forests. Try to encourage re-development of out of date shopping centers & parking. Please preserve character by historical neighborhoods. Thanks for having this.

More careful consideration of idea of outward expansion. May need to slow down.

Seems like high density is a popular solution. Just a note that what I've been hearing from people coming to the area is the disappointment in the small lot sizes offered for newer homes.

Compel intense mixed use. Slow approval process.

Very low density should equal one unit per 5-20 acres. Development tiers are a very good idea. Cluster subdivisions are a great way to preserve open space. Densities also incorporate more density bonuses for affordable housing, good design, open space, etc.

Economic Prosperity & Equity

Responsible land uses need to be adhered to more information sessions/luncheons with speakers (SERA) that impart information to individuals in order to succeed.

Encourage redevelopment & incentives for older shopping centers. Often "new" shopping centers are approved 1 – 2 miles from an existing one. Look at duplicating the "North Hills" model in older areas of the city.

Reuse is the most simple way of conservation, recycling and character enhancement. Why [not] renovate the abandoned Wal-Mart with a great commercial sport venue?

City should eliminate regulatory barriers (i.e. minimum off street parking requirements) that discourage high-density urban style development downtown.

Show preference for SE Raleigh development. North Raleigh doesn't need city support; it is self maintaining because private investment is already there. To support the "creative economy", you need to redevelop the blighted areas of downtown through financial incentives and redevelop them with "creative" industries. Encourage them to be there.

Support at home businesses with an incentive. I am self-employed with an office in North Raleigh. I am 52 years old and with gas prices rising, it is easier and cheaper to work at home. My office is virtual. By 2030 I will be 75 years old and will have to work probably until that time. My at home business could be beneficial in mentoring students.

Improve roadways around Walnut Creek to handle traffic during events. Increase after school activities for teenagers and middle schoolers that provide constructive ways of using their energy.

Remove the pockets of disadvantage

Quality schools, playgrounds, quality housing, sidewalks, libraries

To improve economic prosperity and equity, high quality education must be available to all. All participants must be expected to succeed. Expectations create outcomes.

Don't get bogged down in giving incentives to the undeserving, but I think we should help out anyone who is creating good jobs and revitalizing. However, this cannot eclipse other areas as well. The trick is to make our whole region (at least the Triangle) feel more connected.

The university-based entrepreneurship is working; we need to add to it other industries requiring less trained/ educated workers. Vocational/ trade/ guild/ apprenticeship should be encouraged through the schools & beyond.

We need to do a more discriminating job of balancing revitalization with diversity of residents, income, and industries.

City needs to require affordable housing . I think living wage ordinances and researching these options is key.

Expand planning/ community development city resources.

Raise tax rate.

Investigate a "hiring wage" for the city.

Connect job training programs & publicize; Transport connection "mind frame" of Universities, RTP, and hospitals. jasonapayne@hotmail.com I hope for Raleigh.

Should develop subway system throughout triangle.

Continue to draw on Regional Partnerships.

"Re-tain:" I believe you mean re-train.

Spelling error under "Providing a qualified labor Force." "Re-tain" should be "re-train."

Retail development is needed in Southeast and Downtown; Mix socioeconomic for: school zoning not to have to be done, show people the way out of poverty; Provide resources and funding for the Middle Class Express.

Equity needs to include Protection of Housing

Y'all done good!

The equality of economic opportunities will not be achieved without integrating, some economic classes in mixed income neighborhoods.

Focus investment on local & regional transit; engage private businesses in "sharing spaces"(access to meeting spaces)

Appendix D Discussion Notes

At each workshop, participants were invited to participate in up to two facilitated discussions concerning one of the six topic areas. Recorders were present at each small group discussion to capture a broad outline of participant comments and questions. The following represents the consolidated notes of all recorders from the small group discussions.

March 2008 Workshop Table Notes

Coordinating Land Use & Transportation

March 25, 2006 (Session 1)

- Like how surface Roads run parallel to the interstates
- Reason people live suburban is because they cannot afford to live urban
- Bringing in different forms of mass transit will ruin the "green" theme
- Raleigh is a traditional southern city and it's natural to get in your car and drive where ever you want to go
- With mass transit you have to have features/ places on the route to get people to continue to ride
- Developers widen the roads they have adjacent impact on but the other roads are still unimproved creating a bottle neck
- Greenways loop around lakes and then stop, want to have more connective/continuous greenways

March 25, 2008 (Session 1)

- Comp Plan is too philosophical and not practical
- Charlotte's light rail is re-energizing run down areas in Charlotte
- Mass transit need to cater to the need rider not just the choice rider
- Incorporate the airport in mass transit
- People don't use bus as much because the stops don't cater to the person walking to the bus stop
- Be more pro active (not waiting until a person dies to put a stop light up at the intersection Shopwell Road/ Old Garner & New Hope/Jones Sausage/Rock Quarry)
- Bike lanes on roads
- Find alternative fuel source for buses
- No more non contiguous annexations

March 26, 2008 (Session 1)

- Europe has greenway connections from cul-de-sacs in a subdivision to parks, museums (Good example in Raleigh is Nancy Ann Drive has a path linking the subdivision to downtown. Carol Soros commented)
- More sidewalks connecting neighborhoods together not necessarily meaning a sidewalk has to be adjacent to a street
- Bring back old bus routes (Granite Ave/Brooks Ave Bus Stop)
- More bus shelters and benches, not just a sign you stand by
- Buses more accurate on arriving to stops on time
- Flashing lights at crosswalks & longer crossing time
- Have incentives for not owning a car
- Better connective greenways through Raleigh
- Bring back Rail trolleys (mass transit covering shorter distances)

- Higher densities (build up not out) at mass transit locations
- Mass transit (buses/light rail) taking you to Chapel Hill, Durham not just within Raleigh
- Have a maximum parking capacity
- Porous Concrete

March 26, 2008 (Session 2)

- Have a regional mass transit plan, not just a one-city focus
- Park and ride options
- Bus based at onset—grow into density and rail
- Seamless transit, unified regional transit
- More touch points between local + regional systems
- Mass transit is just becoming a middle class issue – now the critical mass is rising
- Citizens have to be willing to pay for the mass transit
- Regional governance is something we need to get to. A patchwork approach won't succeed
- Collective decision-making and consolidation is imperative
- Raleigh needs to be more like Portland, OR
- Zoning needs to allow for higher density
- Design communities that are conducive to transit. Urban form dictates function.
- Transfers makes transit difficult
- Frequency of service and weekend service is crucial
- Rail can't do it alone, a finer web of bus service is needed
- The hub/spoke transit model isn't working
- Walking environment doesn't safely provide access to transit
- Sidewalk connectivity. Not just a sidewalk and it ending
- Bad intersections make pedestrians feel unsafe
- Speed limits are set for cars, not pedestrians
- Inadequate timing to get across intersections
- More traffic calming
- Separate lanes for bikes
- Better network for bikers
- Make greenways more of a form of transportation than a recreational network. Walk on the greenway to get from home to the mall or home to museum, not just walk your dog or run on the greenway
- Parking spaces competes for transit money
- More standardization of road/pedestrian features
- Re-brand municipal transit system under one logo.

March 26, 2008 (Session 1)

- One key issue for growing and sustaining successful neighborhoods is traffic calming. Recommendation: design neighborhood streets to mitigate cut through traffic and allow for interconnected cal de sacs and dead ends streets where appropriate.
- Build and repair sidewalks in older neighborhoods to increase pedestrian connectivity.
- Design and construct more full scale streetscape projects for collector streets and major thoroughfares.
- Streets need to be designed with pedestrian safety in mind. Recommendation: include more crosswalks at intersections within neighborhoods.

- There should be a clear distinction between urban and suburban neighborhoods. Urban neighborhoods should have a grid street pattern with relatively smaller lots while suburban neighborhoods should have larger lots with interconnectivity between subdivisions.
- More small scale parks need to be incorporated into new and older neighborhoods.
- Neighborhoods with mixed income levels, diverse housing stock and ethnic diversity should be embraced throughout the city, but particularly in older communities where infill opportunities exist. There are valid concerns of gentrification that will have to be addressed.
- Preservation of historic homes and other historically significant structures are paramount to growing successful neighborhoods.
- Regarding historic preservation, the City does not give significant attention to neighborhoods covered by the National Register of historic places that do not have a local historic district designation. There needs to be more communication with property owners in these areas regarding tax credits, and the importance of preserving the historic character of their property. There should a zoning overlay district for both local and national historic districts.

March 26, 2008 (Session 2)

- Improved pedestrian accessibility and connectivity is critical to growing successful neighborhoods. Having the ability to walk and bike to places of interest from your home is an important element for improving neighborhoods as well. Thus, more sidewalks are needed in both new and older neighborhoods.
- City roadway standards for neighborhood streets should require sidewalks on both sides and require more crosswalks locations. Signalized crosswalks and pedestrian refuge islands should be considered for higher traffic volume streets.
- The City should not require residents to pay for sidewalk improvements or repairs.
- A system of neighborhood nodes (particular for communities inside the beltline) needs to be established and zoning regulations should be changed to allow for small business opportunities within the residential area such (i.e. bakeries, coffee shops, cleaners, barber shops, convenience store, etc.) In general, more shopping opportunities are needed within walking and biking distance.
- The co-location city service centers within neighborhoods or at least one within each planning district needs to be considered.
- There should be a clear distinction between urban and suburban neighborhoods.
- Neighborhood character should be preserved at all costs. There needs to be uniform setback requirements for each neighborhood and floor area ratios should be applied to residential areas to prevent tear downs of smaller historic homes that are generally replaced by much larger homes that fill the lot.
- There should be more open/common space required for new residential subdivisions. Neighborhood parks are a great access for improving quality of life.
- Public safety is paramount to maintaining successful neighborhoods. Principles of crime prevention through environmental design should be taken into consideration with implementing neighborhood parks.

March 26, 2008 (Session 1)

- Low density S/F neighborhoods – pedestrian / bicycle / vehicular connectivity
- Reference Transit Oriented Development and need for interconnectivity between Transit Stops to Land Uses by means of comprehensive sidewalk / greenways / bike paths / roads network
- Suburban development should not be stigmatized as inherently evil
- Focusing patterns of development should not necessarily follow the most convenient rail corridors of today (existing rail lines vs. other corridors which are already highly developed). Opposing View –

Existing rail corridors provide better and easier opportunities for redevelopment w/o NIMBY issues. These 2 opinions are not necessarily exclusive (Light Rail where existing / Fixed Bus – Trolleys on other corridors)

- No Regional Concept described in this Section. It will take a bigger effort than Raleigh alone.
- Zoning needs to be coordinated w/ Transit Plan.
- Chicken or the Egg (Rail / Density). Development will not precede process unless Public Commitment / Funding is in place.
- Lack of defined Cultural Centers (Five Points / Glenwood South / Downtown)
- Multi-model – no mention of transportation-to-transportation links. "Circulators" – bus / street cars / trains connecting Airport to population centers
- Steps to growing into a "train" system?
- Anything we do has to start w/ growth / development patterns
- Concentrated densities – TOD Overlay District
- Need better communication between DCP and CAMPO – any talk of merging the two MPOs?
- Incorporation of University transit systems
- Easy access to parking is a disincentive to using alternative transportation modes.
- Bike lanes vs. biking on sidewalks. Bike lanes need to be incorporated on all corridors, either by wider outside lanes or designated bike paths.

March 26, 2008 (Session 2)

- Bus system needs to be more appealing / fun / convenient
- Current school system (students not attending the closest school) puts unnecessary traffic on roads – wastes gas.
- Link transportation nodes
- START SMALL – One side of downtown to the other side. Trying to think too big is overwhelming.
- EDUCATION of the Public on the Subsidizing of Street Construction
- Foster Mixed-Use Developments.
- Without Affordable Housing in our urban centers we will continue to have long commutes.
- Incorporate disincentives for driving and parking
- Urban Design and Streetscape Design is vital for getting people out of their cars.
- DCP should have their own Transportation Planner that represents the human interest and multi-model elements in lieu of simply engineering roads

March 27, 2008 (Session 1)

- Better opportunities for mass transit, carpool, vanpool are needed in North Raleigh, an estimated 98% of residents in the area travel to work in a single occupancy vehicle.
- Mass transit/transportation options will help shape land use patterns but land use will not necessarily bring about more transportation infrastructure or travel options. Rail transit has proven to have the most potential in driving more dense development patterns, particularly around the station locations.
- Context sensitivity is necessary for any policy decisions made on coordinating land use and transportation.
- Better regional transportation options are needed to help connect the greater Triangle (i.e. commuter rail system)
- Discussions concerning transportation in the comp plan need to address the movement of goods as well as people. Mobile farmers markets were touted as a possible economic generator.

- The negative perception of transit and transit users needs to be improved. More marketing of available services along with published profiles of transit users may help.
- The Raleigh Greenway system needs to connect to other greenway systems in Wake County. There should a regional greenway system and bicycle route map.
- Information on greenway systems and biking opportunities should be added to www.gotriangle.org .
- More sidewalks are need throughout communities in N. Raleigh as well as older neighborhoods inside the beltline. Gaps in sidewalks should be filled in by the city.
- More bike lanes are needed on thoroughfares in N. Raleigh
- Information on travel options from all major transit providers as well as opportunities for carpool, vanpool, and shuttle options need to be better publicized. www.gotriangle.com was offered as a step in the right direction.
- Comp Plan should address innovative transportation options such as bicycle rental program, vehicle sharing such as Zip Car, and increased vanpool opportunities.
- Designated community nodes should be walkable and bike friendly. Cameron Village was touted as a more preferable nodes over newer developments such as North Hills.
- Connections to designated nodes by foot, car, bike and other travel nodes are critical.
- It is important to have diverse neighborhoods in all facets – social, economic and ethnic.

March 27, 2008 (Session 2)

- The City of Raleigh zoning ordinance needs modification to allow more dense development near transit stops and nodes.
- The best mixed use development centers in Raleigh are North Hills, Brier Creek, Cameron Village and downtown.
- Elderly populations in Raleigh need more transportation options such as demand response transit and expanded shuttle services.
- Rail transit in Triangle should be used primarily to serve long haul commuters.
- More sidewalks are need throughout Raleigh and more bike lanes are needed throughout the city as well.
- More shelters and sitting benches are needed at CAT bus stops citywide.
- Complete streets principles should be incorporated in the city's street standards
- Tax incentives should be offered to those who use other means of getting to work besides riding in a single occupancy vehicle (i.e. vanpoolers, carpoolers, transit users, and cyclists). Some incentives should be offered to those who have hybrid vehicles as well.
- More funding should be sought for transit and roadway improvements.
- Raleigh should strive to develop more mixed use, mixed income and socially diverse neighborhoods.
- There needs to be surveys about public transportation in the Triangle placed in water bills so that everyone receives one.
- The City of Raleigh offers to many payment in lieu options for developers and it prevents more mixed income neighborhoods from being developed.
- Employers should offer incentives to employees for using transit, carpooling or vanpooling
- Zoning regulations should be changed to allow for small businesses within neighborhoods.
- There needs to be an interconnected street system within neighborhoods that connect to other nearby points of interest.
- The City needs to construct more park and ride locations and consider a requirement for park and ride locations at new shopping centers.

Expanding Housing Choices

March 25, 2008 (Session 1)

Discussion was opened with key issue #1. "Raleigh will benefit from producing new affordable units throughout all areas of the City that are accessible by transit. This will insure that low income households can live near new and existing jobs and schools.

- Requirements of loans keep people from owning homes – need creative financing
- Small developers concerns with density of non-ownership, absence of landlords, need more site control
- Need private investors (other players), market areas where affordable housing could be located, city should provide more block grants
- Perception of crime in areas – people don't want to move into "those areas". Others see investment opportunities in these areas
- Transit is needed in areas where the affordable housing is. In addition to building homes where transit is – bring transit to where people already are. Increase hours of transit as industries such as hospitals (jobs), schools (education) operate at hours that public transportation is not available. This adds to issues with people not being able to afford housing – no way to get to where the education or jobs are – leads to not being able to afford a nice place to live. Affordable Housing is a package deal – include what it takes to maintain (house, transportation, availability of other services)
- Consider that the low income don't have their own transportation and rely on public transportation – but not provided in all areas.
- Change mentality that low income people want to own their own homes
- Other issue is that landlords don't want to rent to people with history of unfortunate times
- Think outside the box for affordable housing – increase zoning density, make requirement that X amount of units are affordable, subsidize affordability – don't leave up to housing authority, look at other alternatives, provide incentive for developers, creative financing
- Raleigh needs to be attractive so that people more here and stay here. There is a majority of people that move here from places that have public transportation and they could leave the area because this service is not available to the extent it was where they came from. Public transportation is a commodity that attracts people to an area
- Someone pointed out that the activities that took place this weekend – people couldn't get to them with public transportation.
- Vision has to be more progressive
- Components of affordable housing - land, labor, material
    - land – expensive; upgrading infrastructure adds to costs
    - labor – expensive commodity, prisons need to teach people a trade so that they have a skill when released back into society, otherwise they just continue a cycle because they have no skills; use high schools to teach the building trade
    - material – typically have to meet a standard; need to better recycle material (require it); green building; all may help reduce material costs associated with building affordable homes
- One individual used the term "undergird" in place of subsidize. Need to undergird the gap between what people can afford to what it costs. They have $500 to commit to housing but housing is $700. How do we close that gap?

March 25, 2008 (Session 2)

- One of the two people that attended this session was being displaced by a developer who has bought property where she lives and is building $600 to $2 million dollar townhomes. She enjoys living

downtown and had affordable housing ($700 a month). She attended this session because she wanted to be educated on what the city was and was not capable of doing to help people in situations like this.

- Questions that arose from the conversation:
  - Could the city require the developer to recycle material to use on other building projects?
  - Could the city require the developer to physically relocate homes that they are planning on demolishing?
  - Could the city require the developer to retain a percentage of affordable housing within the new project area? Pay a fee for demolition?
  - Does the city keep track of displacement or decrease of affordable housing?
- Need to be careful on requirements of developers as we wouldn't want to discourage them from building here.

March 25, 2008 (Session 2)

- There is a huge need for affordable housing for low and median income families. Not just for the lowest of low income families in the Raleigh area.
- Affordable City housing needed for Firefighters, School Teachers and others with lower paying jobs or jobs with low starting salaries.
- Today there seems to be zero relationship between transit and affordable housing.
- Many low and low to median income Families live outside of Raleigh. They live in Johnston, Franklin, Granville and other surrounding counties because it is cheaper for them to live there. Many live in the county so they only have to pay county taxes.
- Fixed Income Families or Senior Citizens find it hard to live in Raleigh because of increasing taxes.
- With the building "boom" in downtown Raleigh there <u>could</u> be a chance for different types of affordable housing in downtown. That doesn't seem to be the case in downtown Raleigh. Most housing located downtown starts in the $250k and up range. Not affordable for most government employees and restaurant workers that work in or near downtown Raleigh.
- Would like to see options for affordable housing in downtown Raleigh.
- Builders could be given incentives (i.e. Density Bonuses) to build a certain number of affordable units within a new housing project.
- Intentions are good for reviving an area but demolition of existing affordable housing (for example Chavis Heights) to make way for newer, nicer housing that is more expensive is not always a good thing. Prices in the area then increase (and property taxes increase) and push longtime residents out of the area that can no longer afford to live there.
- "Affordable Housing" sometimes sends out a negative connotation to others or a negative "vibe." The term Affordable Housing applies to rental and non-rental units.
- A certain number or percentage of new housing units built throughout the City of Raleigh should be assigned to affordable housing units.
- There are different segments/levels/brackets of low to median income families then there should be different segments/levels/brackets of affordable housing available.
- There is a big challenge to provide affordable housing in high growth areas such as Northeast and Northwest Raleigh. Need to find a way to distribute affordable housing equally throughout the City of Raleigh.
- Need some growth policy guidelines in the Comprehensive Plan to promote Affordable Housing growth along with all other types of Housing through Builder Incentives, etc.

March 26, 2008 (Session 1)

Key Issue 1: …affordable units throughout all areas of the City are accessible by transit.

- How are you defining transit?
- More focused toward main highways?
- Transit includes buses, bike/ped, mass transit
- Can we do a survey of people who do not drive?
- How many low income families have a vehicle?
- We don't have public transport so some low income families have to have a vehicle
- Don't draw conclusion that low income families do not have cars
- WHO ARE THE CUSTOMERS OF LOW INCOME HOUSING? We need to define the segments/customers
- Roads are behind development, like Wakefield, Bedford, Falls of Neuse Road. Strickland, Spring Forest – connecting operational reality with the plan?
- Who rides these buses in North Raleigh that are empty when they pass by?

Other Key Issues:

- In favor of low income scattered areas/Dispersing affordable housing throughout the city
- St Paul, MN has a vision /goals for affordable housing – fast track approvals, tax increment financing, increasing the affordable housing stock
- Why is it a risk for a developer to include affordable housing?
- Senior housing! We need it
- Inclusionary Housing
- Raleigh needs more downtown work centers, focus on the work centers – North Hills is creating a ton of jobs but the affordable housing is gone!
- Can we eliminate IMPACT FEES for developers of affordable housing units?
- Will "mandates" deter developers from building?
- Can we get some sort of panel or commission together for affordable housing?
- The budget of the Housing Authority has not dealt with inflation, Federal Funding has gone down, and we DO NOT have a dedicated source of funding!
- Newcomers move here without jobs
- What about the construction workers, police officers, parking employees? The living wage workers
- Preserve historic properties
- Concentrate on rehab instead of new structures

March 26, 2008 (Session 1)

- It is important to link transit and housing (examples: Washington, DC and Charlotte).
- But do not limit affordable housing to what is near a transit line.
- There is a perception of higher crime associated with buses that needs to be addressed if transit is expanded.
- The City should develop a policy for dedication of affordable housing, similar to wetland mitigation, so if developers do not include affordable units in downtown developments, they would at least have to contribute to affordable housing in a more suitable part of town.
- Connection to transit is critical in making housing affordable.
- There is a disconnect between schools and communities. Children living near a school do not necessarily attend that school.
- Economic segregation of neighborhoods is a big problem.
- Mixed-income housing should be the standard. The City should always aim to build mixed-income.
- There needs to be more homeowner training for new homeowners. Taking care of a home is a skill.

- There is virtually no affordable housing in west Raleigh, approaching the airport, where a lot of jobs are. There should be affordable housing along Glenwood Ave., for example.
- We need a successful transit system with more than buses; there is a stigma around buses.
- Unless there is some kind of subsidy, developers have no choice but to build expensive, high-density units near downtown due to the high cost of land.
- We need an ordinance requiring that a certain percentage of units in a new development be affordable, and we need to have a mechanism to keep the resale price under a certain level from owner to owner.
- Some new developments I have seen are half-empty. It will be challenging to have affordable housing if developers are satisfied with 50-75% occupancy.
- The City Council should adopt an ordinance requiring developments of a certain size to have 10% affordable housing.
- We need inclusionary zoning. To address the problem of gentrification, we need affordable housing where the amount of profit a homeowner can make on an affordable unit is capped.
- We need to make the economics work to have affordable rental housing downtown. For example, Seattle has density bonuses for wooden-frame buildings (around five stories), which are less expensive to build.
- We need to have affordable housing close to retail, so people have access to retail without having to use transit. Affordable housing could be incorporated into retail developments.
- We need to contain development and build up, not out, so that urban areas are more like urban areas, and rural areas stay rural. We do not want to encourage development in pristine areas.
- We need to have affordable retail in some parts of the city.
- I would like to see more bicycle trails to provide more access to different areas of the city.
- We need to pay attention to housing for minimum wage earners in addition to median-income residents.
- Financial education needs to factor into affordable housing programs.
- Renters, not just owners, need financial education. The City should seek participation from private organizations (e.g. churches, nonprofits, etc.).
- We need to build communities with a sense of place, in which residents can invest and stay put.
- To plan for the possibility of a bust in the technology sector, we have to invest in a diverse economy.
- We need workforce housing. Police officers, firefighters, teachers, and bus drivers do not live in Wake County.
- There are neighborhoods that are affordable, but ethnic differences dissuade some potential residents from considering them. The City should encourage a higher degree of ethnic integration and diversity within these neighborhoods.
- The City should be more flexible in its fees and requirements for affordable housing developments.
- The City should provide incentives for affordable housing and disincentives for homogenized, high-income housing.
- Incentives and disincentives can be linked to impact fees and sewer connection and utility fees.
- Split shotgun houses in East Raleigh are a positive example of providing decent, affordable housing with adequate living space.

March 26, 2008 (Session 2)

- Large-scale developments need to have economic incentives for truly affordable housing. I love the concept of planned unit developments with an urban feel and live-work opportunities, but housing in these developments is very expensive. There should be incentives, such as reduced housing costs, for residents who work where they live.
- We need incentives for affordable housing in areas with high land costs where the economics would not otherwise support it.

- We need to be creative in our approach to affordable housing. For example, we could provide housing on top of a school, which would help to offset the land cost.
- Affordable housing is not just about producing new units, it is about preserving existing small homes. Size is the number one component of affordability from a cost and operations standpoint. We need to have design controls to ensure that smaller housing stays smaller.
- I am concerned that in 2030, middle-income, not just low-income, residents will be priced out of neighborhoods.
- Location is an important component of affordability.
- The City needs to adopt affordable housing mandates. These should be on a gradient to address both low- and middle-income housing needs.
- Restrictive covenants are important for keeping housing affordable as it is sold to new owners. For example, Washington, DC, has mixed-income row houses in the heart of the city, within walking distance of the Capitol, that utilize restrictive covenants. They allow for residents to buy houses to live in, rather than just to make a profit.
- We should offer financial incentives for green building technologies that lower energy costs and focus attention on location-efficient mortgages that lower transportation costs. These are two variables that make housing more affordable.
- We should allow affordable garden apartments and carriage houses on single-family lots, which provide more affordable housing and offer homeowners a chance to augment their earnings through rent revenues.
- We need to link affordable housing with a good public transportation system to increase livability and workability.
- We need to promote affordable housing and live-work arrangements in suburban areas with access to transit.
- The City should encourage more mixed-use developments, especially ones that include small businesses.
- The City should establish economic development zones and encourage affordable workforce housing.
- The City should explore strategies to link lease of retail space with incentives for living in units above that space in mixed-use developments.
- Parking is a significant component of making affordable housing work. Shared parking spaces can help businesses in residential-commercial mixed-use developments.
- The City needs to focus on renovating housing, not tearing it down. Buildings with building code issues can still be renovated.
- Federal regulations make mixed-income developments almost impossible.
- Affordable housing, transit, and land use are all tied together. Transit encourages density, and density can make units more affordable.
- The City should promote equity, not subsidy. Regulations are causing housing to be more expensive. The City can do a lot more to waive property tax and provide infrastructure for affordable housing developments.
- There needs to be a more cooperative agreement with the Wake County tax assessor's office. The property tax climate in Wake County dissuades developers from building multi-unit developments.
- Any affordable housing strategy ought to encourage ownership as a fundamental principle.
- We should not come up with solutions that rely entirely on cost control. Low-income buyers must have an opportunity for profit and a chance to move into a larger home.
- We need enterprise zones for housing.
- Ownership is the key to affordable housing. Bureaucracy and regulation discourages ownership, and should be kept as minimal as possible.
- There should be subsidies for affordable housing to provide accessibility to the housing market. An unregulated housing market would be a big problem. Regulation, if done right, is extremely important

and would not distort the market. We need to look on a case-by-case basis to see which regulations are burdening and which are empowering.

- We need to provide both financial and time incentives for affordable housing, for example, reductions of interest payments or fast-tracking permits for developments that have a certain percentage of affordable housing.
- We should allow those living in public housing to buy those units. In other areas where this has been done, crime has decreased and aesthetics have improved as residents take ownership of housing.
- Instead of putting up new, "plastic" houses, we should be working with the existing housing stock to promote affordability.

March 27, 2008

- Affordable Housing isn't just rent/mortgage – it's taxes, fees, financing, utilities – nothing about the extreme energy prices
- Glenwood Ave has affordable housing but it looks like slums
- Have to TRAIN people who get affordable housing, create mixed housing areas, but make sure to educate tenants to keep it clean and nice
- Ideally people want to be in a mixed housing environment, but they REALLY want to make sure they maintain they're property value, etc.
- Developer needs incentives to make ECOFRIENDLY buildings
- Habitat's Sweat Equity is a great example
- Developers need to give something back, BUT participants of Affordable Housing need to give back too—beautification, flowers, plants, etc.
- Inclusionary Housing –asking government to protect shared commons
- It will always be profitable to tear down and build – is there a penalty for taking housing stock out of the system? If you undo that balance then you are penalized? BUT then you can get bonuses for adding mixed stock
- Tax Increment Financing
- Schools – busing kids all over?? Buses pollute – need to create a better system like mixed housing, etc.
- Socio-economic mix
- Can we create Grounds people jobs for the affordable housing areas? Create JOBS!
- Density Bonus? Clearly that's not effective – we need to create another incentive, it's an outdated policy
- Maybe developers have to hire city residents as their employees—required that part of their workforce lives in the city?
- Ethnic sole proprietorships – that's what makes a City
- North Hills is not ideal, congested and not pretty
- Identify Neighborhoods an use them as models
- Communicate to affordable housing residents and all the different populations what the City is trying to do
- Ambassadors to the city can make presentations
- Inclusive neighborhoods – leave room for individual home owners to be economically successful – don't make it too artificial
- MEET WITH THE DEVELOPERS – get everyone to the table
- Charleston, SC has a lot of regulations on infill and gentrification, etc.
- Must include Homeless population in the plan
- Mental Health population
- More access to transportation
- Gas is expensive and cars are expensive

- What if a worker has a house but can't afford the gas to get to work?
- Should have an affordable housing ordinance for all the new transit stops, include a provision for affordable housing about the type of development around transit stop
- Make the bus stops comfortable – ridiculous to not be well lit, covered, etc. Completely a safety hazard under the rain or hot sun

Greenprint Raleigh

March 25, 2008 (Session 1)

- Lights are not pedestrian or bike friendly to those who cross six-lane roads.
- Education is needed for people who are not concerned about the price or gas or the effect on the environment.
- No one wants to commute because they have their own agendas.
- It takes longer to get somewhere if you don't have a car.
- Make it easier to ride a bicycle.
- Greenway system has great promise.
- Plans need to focus on weaknesses. Southeast Raleigh has been ignored since inception.
- There should be local incentive for people to buy hybrid cars, etc.
- Need to clean the long stretch of Walnut Creek Wetlands every year to protect the natural resource and to avoid flooding.
- Need to educate the citizens of Raleigh about pollution, clean water management issues and preserving natural resources, starting with youngsters.
- Why not handle rain barrels in a similar way as the recycling containers and give every household one for free or minimal cost.
- Rip up lawns and use xeriscape.
- The City should use public service announcements to conserve water - for example, turn off the water when brushing teeth.
- Developers should share the responsibility.
- Council has the authority to regulate and reduce pollution, but they don't.

March 25, 2008 (Session 2)

- Distance matters—those who live far away are more likely to drive.
- Raleigh residents are stuck as vehicle commuters because there is not an equivalent quality choice.
- High occupancy lanes or park and ride lots that would make public transit more feasible. There needs to be incentives to encourage the behavior the City is trying to promote. There are other alternatives beside rapid transit and buses. Biking, walking in mixed used development with transit connections would encourage it.
- Encourage developers to keep some sustainable environment going. Decide which lands are most valuable and protect those. Focus on how we develop the land we do develop.
- Instead of widening roads, take a step back in having centers.
- The busy roads have no width for cyclists. Road widening can steer people's choice.
- There is a program that taxes the employer for the number of miles each person commutes in the company.
- The City ought to promote more teleworking and teleconferencing.
- We're putting artwork on buses but we're not putting benches by bus stops. You always want a bench and cover.
- If you're going to Wal*Mart, you have to walk a half-mile. The buses do not go into the shopping center.

- We need to look and see who needs buses and how we can integrate this with other issues in the City of Raleigh. There are citizens who are not at the income level to afford cars and we need to make sure we're putting resources where they can best be used as far as transit.
- Preserving the open space and developing mixed use communities where people can walk but also may become hubs for transit is the kind of thing we need to be talking about, along with park and ride lots, not just for the bus but for the carpools.
- Some cities have express buses and it's quicker to get to work on a bus than taking other mechanisms. In big cities in Europe, a bus or walking are your only options.
- Outlaw lawns. The chemicals being used on the lawns are dumping into the Neuse.
- Everybody should plant Bermuda grass.
- The mayor talks about doubling the water rates with no incentive. If you're going to do that, it should be graduated.
- Double the water rates and give everybody rain barrels and instruction on how to use them. Take the money and put it into conservation instead of just charging more.
- When new buildings are built and developments go up why not put in cisterns?
- If everyone used rain barrels and lived in a certain part of Raleigh, they hold back water from the Neuse River. If they hold back water, then they have to release more water from the watershed. You shoot yourself in the foot.
- Offer some incentive to conserve. The City is trying to do that, along with the cistern issue.
- The City is going to our state representatives to change the gray water law.
- If we're really a green city, we shouldn't be permitting active pollution in the water supply, ground water and otherwise. It's remarkable to me that we are allowed literally to poor hundreds of pounds of toxic chemicals on the entire surface of the City.
- In the last Green City survey, Raleigh was not in the top 100 in the country.
- Open spaces should be part of the urban infrastructure.
- The City Parks Department should offer xeriscaping and rain barrel classes.
- Use other methods to get near sewers other than cutting down trees. NC State recently did a presentation on "How to Make a City Green."
- All City policies need to be reviewed and the City, County, State and Federal Governments should work together.
- Put renewable energy in all buildings. This would include energy efficiency and a green roof.
- Change look of buildings and life cycle costs.
- We are currently heating pools with natural gas. In ten years, we won't be able to afford natural gas. Look at footprint and long-term energy costs.
- City should analyze existing situation in regard to energy and water use.
- Citizens need to adjust how we think and live.
- Offer something beneficial to developers to come up with perfect development.

March 26, 2008 (Session 1)

- Protect ecologically sensitive areas – (parks) should develop and respect sensitive areas
- Create low impact standards and incentives (2nd bullet on questionnaire)
    - Limit amount of irrigation needed for development, drought resistant plantings
- Use of greywater (for landscaping) eg – use shower water to irrigate (health dept may regulate or not permit this)
- Create regs that require permeable parking lots (tax breaks / incentives for those who don't pave as much)
- Adopt building codes that would allow water recycling

- Incentives that would encourage green building
- For Comm parcels – regulate % of impervious surface – give incentives for using less
- Incentives for developers – eg if you use more green building techniques, you can have your plans reviewed earlier, waive fees
- Could use the same type system for consumption – if you use less water, your plans can get fast-tracked
  - Would need inspection on back-end (annual inspection?) Penalty for not maintaining
- Discounted water rate for less water usage
- Give bonuses (density) to developers for certain levels of LEED certification
- Tax breaks for certain LEED households – you can get certified/inspected - when you sell, you sell your LEED certification (use this system in Europe)
- City should require recycling for instances where homeowner (or resident) has no control, like apts or condos. This could be a good system for a penalty
- Solid Waster services could penalize offenders who violate solid waste policies (throwing away recycled materials)
- City should undertake some pilot projects with flat-roofed buildings – could use solar panels – could offer low interest loans for those who want to install solar panels (or greentops)
- City owned buildings or facilities should lead the way with solar panels, wind turbines, greentops, etc. Parks should be a leader in the greenprint effort
- City could be a role model (and good educational tool for kids)
- Some incentives should be geared towards developers, some towards land owners
- City should explore other certifications (LEED can be expensive)
- City could provide partnership opportunities – it would be very powerful
- Retro-fitting facilities may not be an option – some structures would have to be torn down
- Should target incentives to new developers
- Undergrounding power lines could help to save trees
- City should try to invest in low-income areas and help them become more green (more trees/plantings)
- City should provide CFL recycling opportunities
- One-day a week bus service (passengers ride for free) – Bogota does this
  - Could do this on bad-air quality days (orange/red air quality days)
- Have person in the neighborhood who is the bus route 'expert' – helps everyone in the neighborhood find their way on public transportation
- Encourage carpooling
- Bike programs
- Strategic Conservation areas in the City \ would include open space – City should target areas to conserve
- Utilize TDRs
- City should have a way to track or monitor the Mayor's strategic compact (for air quality)

March 26, 2008 (Session 2)

- Will low impact development equal low density? Redevelop areas which are already developed
  - Low impact doesn't equal low density – it's about minimizing impervious surface/footprint
- Need to conserve trees when developing
- Tree conservation should go farther – needs to address smaller lots, not just one or two acre sites
- Who decides what type of trees are planted? (on private property or public property) Drought resistant LS should be installed/required
- Economic incentives should be provided for developers to preserve LS before development

- Water conservation should not just be reactionary - planning for the next drought before it happens – long term water supply plan
- Public facilities ordinance – take inventory of system
- Support LEED program. City should start LEED trend
  - LEED isn't comprehensive – City should explore other certifications
  - Incentives could be given for reaching certain levels
- Can't have revolving regs – developers need to have a sense of certainty – can't hit a moving target
- Could retro-fit existing buildings – they are the most green of all
- LEED site sustaining credits are weak
- Don't isolate parks from transportation – should master-plan parks
- When the size of the City increases, does greenspace increase incrementally?
- Vacant land should be purchased by the City (if adjacent to parkland)
  - The City needs to perform a green space assessment
  - Parks don't always need to contain baseball fields – could use a corridor approach to parks planning
- City should preserve and restore blighted green areas
- Green spaces should be connected
- City should do a better job of managing small green areas or 'wild' green areas
- Need parks for children – small 'wild' or natural areas for children to learn
- Avoid water and air quality degradation
- There should be an overlay for green 'entrance-scapes', 'connection-scapes' – connect neighborhoods
- City should ban leaf blowers – they produce the same amount of CO as a car travelling 41,000 miles
- City should investigate not using pesticides in public spaces

March 26, 2008 (Session 1)

The discussion began by raising key issue #1: "Ninety percent of employed Raleigh residents travel to work by car; eighty percent do so alone. A low percentage ride transit or bike or walk to work. Do you feel like this is an accurate description of Raleigh? What would make this situation better?" Below are the comments that followed:

- Providing simple facilities like bike racks will make a big difference
- We need roadways that are safe to ride bikes on; bike lanes and other bicycle facilities would be used if they were provided
- Specific routes are particularly problematic for bicyclists; improvements should be prioritized
- Designated bike lanes will increase the overall number of cyclists
- Most people do not live close enough to their job to ride a bike; the larger issue at hand is regional transit
- What we are getting at here is the importance of choice and multi-modal transportation
- The overall objective should be to make all forms of alternative transportation---biking, walking, and transit---as absolutely easy as possible for people to use
- The bus takes too long!
- To raise awareness of this issue, every City Council member should be required, at least once, to try and run an errand using the bus system (followed by widespread agreement from the group)

"Do you feel the City should be a leader on these and other 'Green City' issues?"

- Yes, they should be a leader

- The City should have a free trolley running up and down Fayetteville Street, like it does in Denver; it should be made and marketed as a cool thing to do downtown
- The City should buy hybrid buses (followed by a comment that they have made many purchases of alternative-fuel vehicles)
- Raleigh has a problem of its land uses being disjointed. While there are positive aspects, such as the greenway system, there are still many gaps to be filled. A bicycle system needs to be integrated with the greenway system to fill those gaps.
- Dorthea Dix, for example, represents a crucial opportunity for the City of Raleigh as a destination park, but the land uses surrounding it do not support any kind of connectivity to the rest of the city. Addressing this issue will be critical to the success of the park, should the City be fortunate enough to retain it as such.

"Speaking of Dorthea Dix, what role does open space play in Raleigh, and in a 'Green City'?"

- Large open spaces like Dorthea Dix are important, but small neighborhood parks are also very important for cities
- What are the requirements for dedication of open space by developers?
- Planned greenways are dedicated upon development, as well as a formula-based percentage for open space, depending on the size and density of the development.
- Yes, but often times what actually gets dedicated is open space that is unusable by the residents
- The 'greenness' of the region is a theme for Raleigh and North Carolina in general. We are known for 'greenness' and trees. When I moved here it was one of the first things I noticed. This aspect of our community should be preserved.
- More green roofs are important! I know the City has some already, but there should be more. The city should take the lead on this opportunity.
- Green roofs could even double as small urban parks. People could pick which green roofs they liked the best and meet their friends on top of certain buildings, just like they would at a park (followed by widespread agreement from the group)

"Speaking of green roofs, how should we be addressing issues of water quality?"

- We should be using rain barrels and native, drought-resistant landscaping techniques
- These types of things are already being used on the residential level, but they need to be throughout the City at a much larger scale, such as in commercial development and large buildings
- The initiative for building homes with a second line for grey water reuse is important.
- Incentives for residents to conserve water are also important. Utility fees should reflect how much water we using.
- Likewise, there should also be incentives for people who produce less trash. I compost all my organic waste and have very little actual trash that needs to be collected—yet I pay the same fee as everyone else. We should have a system that rewards those who produce less trash (followed by widespread agreement from the group)
- We should use impact fees to implement water conservation measures
- We should localize water conservation to the neighborhood level. As a developer, I think a lot about stormwater infrastructure and how so much water gets collected from all over the city and then is swept away through pipes to the river. Why not collect this water and redistribute it to our local water supply. Doing this would be a major investment, but it would be cost-effective on new large-scale developments, and it makes sense, especially when considering the drought. (Followed by some speculation from the group on how the water would get back to the water supply and whether or not

diversion would harm river ecosystems) (Then followed by agreement that, in general, water should filter to groundwater, rather than leaving the site)

- Where I used to live, we used 'living machines' to treat wastewater. A living machine is a series of tanks with live plants and microorganisms that are designed to break down waste and clean wastewater. These should be used in Raleigh too.
- In times of drought we need to conserve more water than we are right now. We need to look at best practices of conservation: look at using less water to begin with , and also at landscaping options.
- Public education is key: if only a few people are conserving then what's the point. The City can and should help more in this effort. For example people need to know that there are options to having a 'Chem-lawn'. There are many opportunities for education.
- The City should require bioretention of rain water and other performance standards.

"How about the issue of air quality?"

- Again, commuting is a large issue here. How does Raleigh rank in air quality and smog compared to other cities? (Followed by the answer that Raleigh is in a non-attainment zone for air quality standards, but that it has been improving slightly in recent years)
- I moved from Denver, where the amount of smog is visible. When I moved here I was relieved that the quality of air was as good as it is.
- This region waited for a water crisis before acting. What if we have an air quality crisis with record-breaking ozone level days? What will we do then? As an education tool, we should simulate an air quality crisis for schools, to educate kids about air quality.
- What about the price of gas and how that effects driving? What if gas hits $4.50 a gallon? Will people drive as much then?
- Driving should be made less enjoyable. In Holland, priority is given to the pedestrian. Raleigh should use similar measures, such as speed-table crosswalks, where the crosswalk is flush with the curb and the drivers are made to go over the speed table. The pedestrian needs to be the priority, rather than the car.
- What about Raleigh's 'Green Streets'? (Followed by answer that Raleigh is looking at a few concept streets to start, and that if they are successful there could be more)
- Future use of Dorthea Dix has the potential to connect and partner in many ways with NC State. Innovative connects, such as green streets, should be made between them. We need to take advantage of the university.
- A regional rail system is crucial for this issue in the Triangle.
- Bike routes and bus systems should connect to future transit. When I lived in Europe, you could go seamlessly from place to place without ever getting in a car.
- Public transportation equals freedom! We need to get these modes interconnected.
- Have HOV lanes been considered for use in Raleigh and in the region? (Followed be comment that they are being considered for use on I-40 and Wade Avenue)
- Rail should not be a last-ditch effort in city planning. We need to prepare and start building now.
- People need to be willing to pay for rail to have rail. Federal funding will help tremendously. Density is also a key is for regional rail.
- For air quality, building emissions should also be considered (in addition to transportation) as they produce equal, if not greater, amounts of emissions than automobiles.
- Shifts in culture will help too, such as wearing clothes appropriate for the climate: wearing a full suit in a North Carolina summer and then cranking up the AC in all our buildings makes no sense. In other words, even changing how we dress can allow use to have better control over our thermostats.
- Such policies are called "Cool-biz standards"

- Find ways to reward folks for doing the right thing. Reduce fees for developers who are green and expedite their permitting processes.
- Will this plan address the character of Raleigh today? (Followed by response that a community inventory has been completed that assesses current conditions in Raleigh)

March 26, 2008 (Session 2)

The discussion began by raising key issue #1: "Ninety percent of employed Raleigh residents travel to work by car; eighty percent do so alone. A low percentage ride transit or bike or walk to work. Do you feel like this is an accurate description of Raleigh? Below are the comments that followed:

- (Everyone agreed that issue #1 as stated was an accurate description of Raleigh)
- Like many people, I live in Raleigh and work in RTP. It takes two hours each way to ride the bus and only 20 minutes to drive my car! I cannot afford the time it takes to ride the bus. Something must be done to improve the efficiency of bus service.
- Even walking is difficult for some people living and working in Raleigh. More pedestrian facilities are needed, especially crossing roadways and intersections.
- Pedestrian improvements are particularly needed on NCDOT-maintained roadways in Raleigh.
- Most people are driving a long distance to their jobs.
- Yes, it is not only about the percentage of people driving alone, its also about the vehicle miles traveled, or VMTs. What are the VMTs? This is important to consider as well.
- People need to live in more dense areas, so they can walk and bike to work. Dense housing is selling well, but then again, so are 'McMansions'. We need people to have incentives for dense development patterns, and for those who choose to live in them.
- The size of development and the mix—or non-mix—of its uses is also an issue: look at RTP its totally not walkable or bikable.

"How should the City of Raleigh begin to address these issues?"

- I think we need to start at the sidewalk-level. Raleigh does not spend enough money on sidewalks; we should have a commitment in the comprehensive plan to increase sidewalk funding
- Sidewalk construction needs to be prioritized, so that we are connecting places that people where people want to go.
- For example, connections should be made between cul-de-sacs in key locations. Provide real estate tax incentive to property owners to get easements to make these connections. Not everyone would do it, but some would, and those small connections can make a big difference.
- Cul-de-sac connections should be required—or alt least strongly encouraged—in new developments.

"How do we address sustainability in air, water, and open space resources?"

- We need green roofs! There should be incentives for green roofs through taxes or some other financial means.
- Or they could be required for City-owned buildings.
- Why not take it a step further and just require or provide incentives for LEED standards in new buildings? These standards should at the very least be applied to government buildings.
- Berkeley, CA, provides up front capital costs for green building. We should look into this model they are using and apply it to Raleigh.
- The City should be leading the way and subsidizing consultants who come into the process and provide technical expertise.

- Alternative energy sources are also important for Raleigh, but we need to start with LEED standards and LEED certification processes.
- The Association for State Flood Plain Managers has a program called "No Adverse Impact" that should be adopted by Raleigh. Cities that are serious about conservation are participating in it. We should at least adopt the principles of it.
- Regional cooperation is also important when we are talking about watersheds and ecosystems

"How should we address water issues in Raleigh?

- Education is key. People are still not conserving water!
- Rain barrels should be used an people should be taught how to use them. Also they cost up to $100 right now. These should be subsidized down to more like $10.
- The creation of expertise should be sought through consultants by the City as they start to green their infrastructure and buildings. We should use the existing agriculture extension model, if not the agriculture extension itself. They should be trained in green building or hire folks who are and then let them teach others about what they can do. (Followed by widespread agreement from the group)
- Local government, local developers, and local citizens should be trained about green building and conservation through this model.
- There should be separate sewer lines for grey water irrigation. Grey water should be reused. Until recently grey water reuse was illegal!

"How else can regulation impact the 'green aspects' of city, positively or even negatively?"

- The PR side of the green message for Raleigh is important.
- I hear the City was building a new reservoir. I currently go to Lake Johnston all the time and it is always packed with visitors. People love this unique resource. The new reservoir should be built to accommodate public access as well.
- We are about to undergo a tiered fee system for water. Some of that additional funding—from the fees—should go to open space for the City. (Followed up by the comment that some of the additional revenue will need to go into the purchase and protection of streams, wetlands, and floodplains where water is being impounded for water resources)
- There are a high number of apartments and dorms in Raleigh where occupants have no incentive to conserve water because the price of water use is basically fixed as part of their rent and/or tuition. Meters should be provided in apartments with incentives for those who save. NC State should promote a conservation competition between the dorms.
- With water conservation, some quality of life issues are at stake. For example, I love taking hot showers, washing dishes is easier, and watering for landscaping is important. I don't mind these sacrifices, but I don't want to make them for the sole purpose of accommodating the future water needs of unchecked, irresponsible growth and development. (Followed by widespread, enthusiastic agreement from the group)
- What is the value of some of these conservation measures? For example, why am I not allowed to wash my car at home, yet I can still take it to a car wash that is able to operate so long as it uses X amount of gallons—which is probably more than I would use at home? Why are garbage disposals banned—what does that do for water? (Response was made that any solids in the wastewater system present difficulties in cleaning the water at the end of the cycle)
- Park and ride areas should be allowed in more places. When zoning is approved for large developments, park and ride provisions should be attached.

- More bus accommodations should be provided at stops, like benches, countdown clocks for the next bus, etc.
- Dorthea Dix should be a regional park.

Growing Successful Neighborhoods & Communities

March 25, 2008 (Session 1)

- Preserve natural resources specially wetlands by developers which do not see as a viable amenity.
- Dedicate acreage to green space as a requirement for developers
- Density does not allow for kid's playing
- Build/develop for families with kids
- Target parks for kids by having them be centered and surrounded by houses
- Design development to be user friendly
- Develop neighborhood parks more on the scale of Fred Fletcher park
- Value a neighborhood and its settings
- Have had fun with developers and community relations when building townhomes
- Encourage ways to renovate properties
- Be considerate of street planning away from cul-de-sac by developers
- NCSU Development is too narrowly focused on local student demographics and not the surrounding diverse community when developing a drive thru instead of or in conjunction with an upscale restaurant.

March 25, 2008 (Session 2)

- Prefer to live and work close by in order to watch over children
- Design amenities into developments so that getting around and walking are easy and accessible.
- Develop a variety to houses [housing style vs cookie cutter]
- Develop streets for walking
- Develop combination of uses
- Renew old shopping centers
- Good policy could drive the development of neighborhood
- Better manage the location of infill townhouses so as not to disrupt the rhythm of a community.
- Affordability of new homes affects sustainability or do they attract investors who do not stay for years causing destabilization.
- Regulation could drive development and limit people's rights
- Use events in neighborhoods to bring people out
- Provide places for people to walk…there are many blocks without sidewalks.
- Balance neighborhoods with youth and the elderly
- Create places for homeowners and renters
- Create a "feel safe" community that is police friendly
- Focus on "pocket parks" for neighborhood and events
- Enforce property ordinance "as a political issue"
- Apply best practices of a planning department that do a remarkable amount of work in neighborhoods throughout the city addressing issues of trash, signage, etc. throughout the city.
- Political will of Council
- Done any mapping of city that would be subject to infill and development.
- Existing zoning is over zoned as it relates to "every third house will be torn down in the community."
- The City does not have a landscape plan

- Balance development versus Water availability
- Address mega-churches and location in the community
- Aging out adults in old communities 'will kick me to the curb by 2030'

March 26, 2008 (Session 1)

- Ensure local neighborhood historic overlay is passed to preserve homes and keep neighborhood.
- Use historic preservation tools in many more neighborhoods since they have worked well for the last 30 years
- Ensure diversity of size of houses.
- Put tools in place to improve link opportunities between communities with walking/bike paths
- Institutionalize guidelines that are in place
- Use 'links' to implement using guidelines
- Example of loss opportunity to link is when a Condo is developed as walkable coming off the street and going to the next property there is no sidewalk giving a patch work type of development of a block. 'Linking needs to be part of the overall planning of the block to ensure connections between properties from the sidewalk.
- Encourage using subsidies via investment to not let owners sit on their land that negatively impacts connecting of land along a block allowing for neighborhood connections.
- City projects disconnect neighborhoods; put more emphasis on neighborhood as social uses vs. brick and mortar.
- 'Neighborhood overlay districts' does it work to require 15 acres to preserve historic districts especially those not downtown.
- Short term building of housing could lead to Mac Mansions
- Outside of the beltline there is a new level of governance with associations driven by financial/customer service/measure, looking at learning, education, and management and (quality of neighborhoods)
- Create 'best performing' neighborhoods by using associations and empowering them. Use as a self governing model to address community (comp plan issues).
- Offer incentives to 9-5 retail
- Protect historic homes
- Protect low income homes
- Reinvent neighborhood quality
- Use tax increment financing to encourage citizens to renovate
- Respect scale of adjoining neighborhoods
- Identify neighborhoods that would benefit from historic preservation tools
- Create neighborhoods for meeting, shopping, and eating
- Connect us some way through transportation
- Hire staff to do neighborhood conservation overlay district that deserve attention around the city.
- Consider CAC's coming back to the planning department as 'PR' with continuity from each community….feel isolated.
- Create more dog parks

March 26, 2008 (Session 2)

- R-6 or higher needs recreational facilities and space for children (built in)
- Family friendly development
- R-6 and R-6 special need additional parking spaces
- Balance parking and density

- Consider density with alternative transit
- Infill development: allow change within the cultural context of the existing community.
- Manage change in the downtown context as we are losing the integrity of the city (we know) how do you balance between the new and the old?
- Heritage and diversity needs to be a part of downtown development
- It is the city's role to balance
- Teardowns could be rehabbed by using wetland mitigation.
- Renovate homes instead with added square footage and be creative
- Diversity was affordable
- Teardowns are driven by real estate transactions so by offering incentives with minimal criteria to keep existing structure within parameters
- Reverse infill—reduce value
- Work within existing fabric to manage changes
- Institute a moratorium on teardowns if substantial
- Regulatory guidelines?
- Fabric, character, citizen involvement: City to work with neighborhoods to have an opportunity to protect neighborhoods.
- Reuse older homes and adapted (1000 square feet) low income housing (for young upcoming marketplace)
- Engage people through city outreach to help community to get involved with having a say on older homes.
- Make not sent to tear down density projects and replace them
- Develop nodes like North Hills mixed uses types (as positive)
- Mixed income and mix uses
- Walkable communities need sidewalks inner connectivity for neighborhoods
- Develop sidewalks in old neighborhoods
- Establish all areas of Raleigh to have a walkable environment using incentives to balance uses and diversity.
- Support inclusionary (housing) as trade-off on greenfield development
- Retail areas that are deteriorating are opportunities for density development
- Make dead strip centers into warm likable walkable communities
- Infrastructure under designed? Under built?
- Consider traffic patterns and interchange redesign where we rely on vehicular traffic including buses.

March 26, 2008 (Session 1)

- One key issue for growing and sustaining successful neighborhoods is traffic calming. Recommendation: design neighborhood streets to mitigate cut through traffic and allow for interconnected cal de sacs and dead ends streets where appropriate.
- Build and repair sidewalks in older neighborhoods to increase pedestrian connectivity.
- Design and construct more full scale streetscape projects for collector streets and major thoroughfares.
- Streets need to be designed with pedestrian safety in mind. Recommendation: include more crosswalks at intersections within neighborhoods.
- There should be a clear distinction between urban and suburban neighborhoods. Urban neighborhoods should have a grid street pattern with relatively smaller lots while suburban neighborhoods should have larger lots with interconnectivity between subdivisions.
- More small scale parks need to be incorporated into new and older neighborhoods.

- Neighborhoods with mixed income levels, diverse housing stock and ethnic diversity should be embraced throughout the city, but particularly in older communities where infill opportunities exist. There are valid concerns of gentrification that will have to be addressed.
- Preservation of historic homes and other historically significant structures are paramount to growing successful neighborhoods.
- Regarding historic preservation, the City does not give significant attention to neighborhoods covered by the National Register of historic places that do not have a local historic district designation. There needs to be more communication with property owners in these areas regarding tax credits, and the importance of preserving the historic character of their property. There should a zoning overlay district for both local and national historic districts.

March 26, 2008 (Session 2)

- Improved pedestrian accessibility and connectivity is critical to growing successful neighborhoods. Having the ability to walk and bike to places of interest from your home is an important element for improving neighborhoods as well. Thus, more sidewalks are needed in both new and older neighborhoods.
- City roadway standards for neighborhood streets should require sidewalks on both sides and require more crosswalks locations. Signalized crosswalks and pedestrian refuge islands should be considered for higher traffic volume streets.
- The City should not require residents to pay for sidewalk improvements or repairs.
- A system of neighborhood nodes (particular for communities inside the beltline) needs to be established and zoning regulations should be changed to allow for small business opportunities within the residential area such (i.e. bakeries, coffee shops, cleaners, barber shops, convenience store, etc.) In general, more shopping opportunities are needed within walking and biking distance.
- The co-location city service centers within neighborhoods or at least one within each planning district needs to be considered.
- There should be a clear distinction between urban and suburban neighborhoods.
- Neighborhood character should be preserved at all costs. There needs to be uniform setback requirements for each neighborhood and floor area ratios should be applied to residential areas to prevent tear downs of smaller historic homes that are generally replaced by much larger homes that fill the lot.
- There should be more open/common space required for new residential subdivisions. Neighborhood parks are a great access for improving quality of life.
- Public safety is paramount to maintaining successful neighborhoods. Principles of crime prevention through environmental design should be taken into consideration with implementing neighborhood parks.

March 27, 2008 (Session 1)

- How are neighborhoods defined? Make it clear how boundaries are determined.
- One person expressed concern about the distribution of tax dollars and would like North Raleigh to become a separate town.
- Mixed-use is good. After living in Wakefield for 7 years one attendant has found that his quality of life has improved as more services have been built nearby, but it could still improve.
- Being able to walk to services is good.
- Build around greens.
- North Hills was used as a positive example.
- How do you maintain a community while including the growth?
- SE Raleigh is a historic urban community

- Concern with growth pushing out existing residents and/or lower income people.
- SE Raleigh's visual inventory consists of vacant buildings and absentee landlords
- Cary is a good example of neighborhoods with streetscape plans, sidewalks – this is not seen in SE Raleigh
- Sidewalks bring people together
- Use smart growth strategies
- Make incremental changes; better housing; more equity
- Move towards 2030 over time.
- Moving too fast can gentrify
- Cul de Sac parties – creating community space
- Halifax Court – most felt this was a positive example
- Dealing with unsafe areas ideas included discounts for police housing; adding police substations; creating the appearance of safety
- Need money to help homeowners maintain homes. The façade grants in downtown have worked
- Individual Development Accounts: City work with community initiative
- Utilize federal funds: surrounding new development is creating an imbalance
- Get institutions (colleges) involved
- Create a sense of value
- There has been a shift from cul de sac to the walkable grid
- Grids are not necessarily the answer if there is no gathering place
- Consider the distance – people will only walk so far
- Preserve the character of existing areas
    - Teardowns are increasing
    - Need more physical prescriptive regulation to maintain character
    - Teardowns are not economically sustainable
    - Change zoning to prevent teardowns in older neighborhoods
- Need to protect new development even while trying to preserve the existing
- Safety is important
- Wakefield is an OK example , but it lacks recreation space
- There are different issues in different areas of the City of Raleigh
- Live – Walk – Work
    - Focus away from big pod development
    - Cameron Village is a good model
    - Think small for new developments, in context
    - Architectural review boards

March 27, 2008 (Session 2)

- Positive characteristics:
    - Tight fabric with a variety of people
    - Sit on porch and talk to neighbors
    - Porches align
    - Backyard is sanctuary
    - Walk to the store
    - Proximity
- Missing

- Sidewalks
- More walkable retail
- Oakwood
  - Streetscape is nice
  - Variety of economics
  - Variety of architecture
  - Access to retail
  - Sense of community
- Another neighborhood
  - No sidewalks, but people walk anyway
  - Across from a park
  - Still affordable
  - Long term residents
  - Mixed racially and economically
- Sense of Place
  - Need a center or anchor that sets the tone for scale
    - Grocery
    - School
    - Park
  - Need destinations, places to walk
- Mature trees are good
- Entrances should be inviting
  - Implementation of the conservation ordinance has resulted in scrub brush
- Centers: incorporate it all
  - Schools
  - Grocery
  - Theatre
  - Residential
- RTP is a bad example
- Large lot neighborhoods:
  - Have to make more of an effort to get to know people
- There can be too much investment flipping and changeover in a neighborhood
- Stabilize the neighborhoods
  - Nearby jobs can help
- Cul de sac
  - Nice entrance
  - No connectivity
  - Dead end living is isolating
  - Can be economically dangerous
- Walkability vs. drivability
- Low income housing needs to be addressed, but consider the context
  - Group low income?
  - Oakwood has a lot of social service facilities
  - Halifax Court good example

- Pockets of poverty not as good as mixed income
- Programs need to be cognizant of the existing neighborhood when placing subsidized housing
- Variety doesn't have to be in every neighborhood; it can be city-wide
- Policy – do not silo-ize agencies
- Mixed use in general makes sense
- Be mindful that society needs a variety of strata to be successful
- Can the city sustain growth if everyone lives downtown? Where will they work
- New large buildings should be required to ensure that service workers and employees can afford to love here
- Link where people live and work
    - Incentivize
        - Employers pay parking
        - If you don't park you get $$
    - Mind adjustment will take time
        - We're used to choices
        - Provide housing close to jobs
        - Create the opportunity
- Lochmere – has walking paths between the cul de sacs
- Plan for pedestrian and bikes
- Briercreek – mile ling strip mall ; not walkable; could have been deigned better
- Improve surface transit – trolleys
- Bad Trend
    - Older homes torn down and gigantic ones built
    - City should have restrictions to prevent this
    - Regulatory with standards
    - Big beautiful is nice, but so it small and quaint

Managing Our Growth

March 27, 2008 (Session 1)

- We are the problem – we like our homes and yards
- It is possible to create town centers – like Brier Creek
- Don't have to drive so much with compact development
- We need to manage growth somehow
- Need to manage the amount of open space that remains
    - Mixed use is a smarter use of the land
- Need to include property owners (long time property owners) in the solution
- Should create clusters – would alleviate traffic concerns
- Need to preserve open space – more interconnected and dispersed greenways
- Plan for police, fire and gov't facilities
- Should mix apartments and condos around community centers – not around established neighborhoods (citizens with land)
- Is the 11K of open space usable?
- Need a good mix of all land uses
- Where are the clusters of land going to go – how can you convince neighbors of this concept?

- NE Raleigh has a lot of open space that is ripe for development (eg 5401 project)
- Have City master-plan a large area
    - Would be difficult because you deal with lots of people (and their property rights)
- Why not have the stake holders involved in a land use plan (for their neighborhood)
- Lower density is important
- Take advantage of the growth – but it must be balanced
- Utilities should be accessible to new growth
- Would rather see revitalization than new growth – would combat sprawl
    - A mix of each would be more appropriate
- There isn't money to expand streets – is not compatible with the sprawling nature of the City of Raleigh
- Where do the displaced residents go who have sold their house for revitalized?
    - Need to protect those homeowners – but revitalize the neighborhood
- Integration of low –mod income with other residents is a good thing

March 27, 2008 (Session 2)

- Assure that infrastructure is built as development expands out rather than leaving gaps between existing city and new areas.
- Appropriate sized school sites should be reserved with new development proposals as well as for municipal facilities.
- Provide incentives for reservation of school sites such as annexation and provision of services.
- Integrate elements of sustainability in planning of new development to assure an environmental friendly and walkable pattern.
- Greater focus on green development. Protect stream corridors and assure interconnection for wildlife corridors. Also useful for runoff pollution filters and linear open space.
- Concentrate growth in specific areas. Higher intensity good with increase in usable open space. Many developments provide no usable open space and needed for creating a gather place for the community.
- Clearly define areas appropriate for growth and areas for preservation.
- Concentrate density in specific areas with mix of uses in a walkable development pattern.
- Enhance pedestrian aspect of commercial development as a center for a neighborhood. Must be able to walk from residential neighborhood to retail center. Creedmoor Road centers failed on this aspect.
- Cameron Village is a good example of a neighborhood oriented commercial development due to walkable environment, mix in residential density and affordability, civic presence with library. A real gathering place for neighbors and surrounding community.
- Encourage the mix of residential with commercial uses. Essential in creating an active and walkable place.
- Slow down development review process to allow a greater focus on development details and quality.
- Wakefield has no park. Kids play football in median of Falls of Neuse road which will be extended over the river soon. Need usable open space in residential areas.
- Cluster lots to preserve open space.
- Some attracted to area by availability of larger lots which now are hard to find especially at an affordable level.
- Greater focus on green infrastructure such as open space, stream buffers and natural areas with interconnection between areas to create corridors.

March 27, 2008

Growth Management

- Maintain and Preserve the neighborhoods as not to lose character
- Renters that are displaced does the city offer someone for them to go when homes are torn down for infill such as in Chavis Heights
- Redevelopment should be done within the scale of the neighborhood
- How does development taking place relate to Wake County Public Schools and the effect it has on the youth.
- There should be a balance between growth and infrastructure to support it.
- Encourage development by zoning and type of infrastructure it provides
- Create and urban growth boundary that is coordinated through the Triangle.
- Follow design criteria for higher density in neighborhoods as not to be out of scale with surrounding development
- Encourage development to be built to a street grid where it allows for easier access to shopping and parking.

Economic Strategies

- Have a policy that allow for HUD developments in upper scale developments to all for economic diversity
- Work in Raleigh you should be able to afford to live in Raleigh
- Not enough public transit routes
- Transit system is not equipped to handle growth the city is experiencing
- Make taking your car more difficult as to encourage using transit once developed to a standard for functionality.
- The city 's guidelines encourage sparse development because of setbacks and buffer yards

Growth 2030

- Limit growth (liveable for people who live here already)
- Melting pot for people to live here
- Control growth instead of speculating growth because of current market
- Preservation of growth is important but must realize economic growth is important and the need to accommodate it
- Lack of incentive programs for business development

Landuse Patterns

- Walkable neighborhoods to shopping centers
- RTP is what drove the housing development in Raleigh
- Do not want to spend more than 15 minutes to get to work – businesses close to neighborhoods
- Shopping centers closing because of development on the fringe of the City of Raleigh Create more dense livable neighborhoods
- Closer to downtown use maximum density but lower the density as you go out
- Create high density development for the elderly closer to shopping – Cameron Village

Economic Prosperity & Equity

March 25, 2008 (Session 1)

- Issue Statement – feedback

- Would be pleased to see new retail for residents.
- Employees that cross commute – make it available for out of area residents.
- Concerned about property and growth, worried about crime being pushed out, makes it hard for businesses.
- SE Raleigh – concerned about areas that are dense with lower economic status, Spanish speakers. Need to create diversity throughout City.
- Driving in Raleigh – see different neighborhoods that don't have a good cross section. It's hard to be separate but equal. Need to spread out businesses/amenities/restaurants. Should have diversity in each area.
- Diversity should mix racial as well as other areas of diversity (economic).
- Need professional diversity.
- Using Housing Authority programs (buying homes, have people move in) would be one way to integrate. People wouldn't know which houses they are.
- School redistricting could help eliminate this problem.
- Concentrate on investment and development of Walnut Creek. Make it a place that can be used year round and make it multi-cultural. Make it a fair or market type of place.
- Current incentives for economic diversity are not working. Some clean up has pushed undesirable element elsewhere. Not enough retail because there isn't enough diversity to support it.
- Existing residential can't support broader economic group, needs to coherent effort
- Example of Capitol Park – this type of development should be encouraged
- Have a problem with the statement "remove pockets of disadvantaged". Problem with the word "pockets". Think it encourages gentrification.
- Balanced income? What does that mean? (Discussion on definition followed)
- Discussion on "pockets of disadvantaged". Could be to integrate development that creates mixed/diverse areas. Does it need to be clarified or reworded?
- If we do not correct the problems on inequity, we could have bigger crime problem, like gangs.
- Downtown is going upscale, so we need to strengthen the interconnectedness of surrounding neighborhoods.
- If people are living in fear (of crime), it is not a good quality of life.
- We should be able to feel safe.
- City needs to put in infrastructure like lighting in neighborhoods to help with safety.
- City needs to invest in things that improve the quality of life (infrastructure).
- Need to identify which activities or amenities that each part of the City needs to feel safe.
- In SE Raleigh there should be more wi-fi facilities/infrastructure.
- Kids are playing in the street because there is nowhere else to play
- Schools are key to having quality neighborhoods.

March 25, 2008 (Session 2)

- SW Raleigh starting to see some of the problems facing SE Raleigh
- 4th and 6th bullets – example – NCSU has a disproportional influence on Western and SW Raleigh and it doesn't care about its undergraduates. City needs to address it and get NCSU on board.
- 1/8 of Inside the Beltline is written off as NCSU and is not seeing development/redevelopment except for college student housing.
- Private sector is the one who will make it happen.
- There needs to be incentives offered and there needs to be responsible private development by getting citizen input/consideration.
- Don't know if there is anything the City can do.

- Need job training so people can build skills, but don't know if the City can do it. Need churches and other organizations to help with it.
- Need to look at other communities such as North Hills, and elevate ours to that.
- In some communities, you shouldn't know you are coming into a "black" community.
- Who is responsible for changing this? Lots of groups involved – SERA, RADA in SE Raleigh. Hard to solve these problems.
- We should be able to set goals through this plan.
- If we had more development in some neighborhoods, then things could improve.
- Private sector is the driver in all of this, but could get incentives from the public sector
- Why are corporations not locating in SE Raleigh?
- Retail is not always an indicator of economic prosperity. There are other things out there. Is retails the low hanging fruit though?
- Retails and service businesses – need to have access to these like other neighborhoods. Need them in SE Raleigh.
- Education in important. People need at least 14 years of school.
- Current resources are underutilized. We should look at outreach programs.
- Entrepreneurship provides the vision, shows others it can be done and who can do it. Both the City and private sector should do things to support entrepreneurship.
- Raleigh and Wake County provide different services. City can't provide some of the services the County does.
- In order for have entrepreneurship, people need to have a good skill set. Efforts should be made to increase job and skill training.

March 26, 2008 (Session 1)

- The region is mentioned, but lots of people cross-commute and jobs are not centralized. There are pockets where they don't exist.
- City should offer incentive packages, such as TIF others
- Concerned over the disparity in retail and services in neighborhood near Downtown. City seems more interested in bars and restaurants. People shouldn't have to drive for retails and services.
- In the Mordecai/person street area, Seaboard Station is struggling. Signage at the street is not allowed. Changes like this can help.
- In the N. central CAC there are few businesses. The area could benefit from entrepreneurship development.
- Places like Wake Tech could have programs that help (biotech programs).
- Manufacturing jobs are dwindling across country, but we didn't really have that here. Low paying jobs taken by immigrants that are under the radar.
- There are lots of low-skilled labor jobs, but there is competition for those jobs because of immigrants. Need job training to meet demands of the market.
- There is disparity in the types of jobs. A living wage ordinance could be used along with incentives to incoming businesses.
- Need to better enforce workplace standards.
- It is a balancing act. If there is no income, there is no balance in housing.
- There are services that are not offered in certain areas of the City because of imbalance in housing. Pockets of disparity result. Need to work on transportation, a scattered site housing policy, and creating incentives in low and moderate housing where it is needed.
- In the whole region there is absence of good transit. That is failing the community. Connectivity is needed.

- It takes some people one hour to get to Wake Tech by bus. Makes it hard for people to juggle. City needs to get Wake tech to respond. Need a City in this car to get by because of how the City is shaped.
- Educational and training opportunities need to be more available. Wake tech could move classes closer to people or use the internet. Need to provide flexibility.
- City could help these facilities.
- What about getting the Chamber involved? Maybe have a pool of spaces that are available to use.
- A living wage is not a requirement for City contractors. City could require it.
- Transportation and economic disparity. Need to bring jobs and affordable housing into the City. City needs to be more aggressive in getting developers to help pay for affordable housing.
- TIF needs a well-defined policy in regards to how the City uses it.
- There are ways to mix low and moderate income with market rate housing so it wont be noticed as much.
- Once you have housing diversity, you can get better retail diversity. We should be able to use tools like incentives.
- What can the City do to get unemployed/homeless off the street in some areas? We need to turn these areas around.
- In order to implement these things we'll need to think about raising taxes. Our tax rate is low compared to other cities.
- Need work, commitment, and investment in order to have the City we want.
- Need investment in City's workforce, but don't have the people to do it.
- City should work on mapping opportunities.

March 26, 2008 (Session 2)

- 1st paragraph is a paradox. It should be more broad. Shouldn't be limited to office and retail.
- There should be access to affordable goods and services and be a clean, safe place to live and raise children.
- Access to clean, safe, decent housing.
- Safety of children should be main thing. (Discussion of how this relates to economic prosperity.
- In world class cities there is connectivity between attractions. Need that here.
- There needs to be collocation of uses (jobs/housing) so things are within walking distance.
- People begin by walking to their jobs (which limits the jobs they can have) until they can afford transportation to a better job. This is connected to the transit issues.
- Need programs that help show young people why its not good to commit crimes. City should consider these.
- Financial education is needed at all income levels.
- Issue of how to make these resources available. Does the City have (or can it provide) job training programs?
- Need to get Chamber and other institutions involved in fostering entrepreneurship
- Consider the social enterprise theory, pay for it by the fruits of their labor
- Younger people are not ready for the workforce. How to provide them training?
- City could serve as information clearinghouse. Provide information on the programs that others are administering.
- The Chamber could help with this and other programs.
- Faith-based other similar groups could be used.
- We've shifted away from the apprenticeship model. There is still room for it to be used. It can serve as an education gateway.
- Schools can help provide skill training.

- Idea of recruiting corps of former skilled laborers that can provide counsel and advice for those wanting to go into those trades.
- City should reduce impediments to combining live-work uses in same building or on same lot.
- Tax benefits or incentives for home-based businesses could work.
- New market tax credits.
- Inclusionary zoning should be considered for integrating affordable housing.
- Need to provide incentives for diversity in housing and businesses (City wide).
- We should look at what we need in each area more closely. If we focus on it, we can see how it works.
- Education is important in economic prosperity.
- Connectivity is key.

March 27, 2008 (Session 1)

- Protect quality means well rounded and equality. Should have good feeling about living here. We lose quality of life when we get too big.
- We should have a better mix of socioeconomics in the area so redistricting schools isn't necessary. Those that have the ability can help those that don't.
- Quality of life requires a good school system. Lack of neighborhood schools takes away from the quality of life. Need to help equalize diversity throughout City and socialize immigrants.
- Discussion how education and immigration relate to economic prosperity and whether the City should worry about immigration: Immigrants are typically poorer. City is the first line of defense in immigration, or the first stop in helping the local immigrant population. It is not good when everyone does not have access to amenities/services. Need to get everyone access to them.
- There is a health disparity when it comes to retail areas. People should have access to greenways, sidewalks, gyms near or in retail areas. Need to help limit obesity.
- Need to integrate housing with retail and other uses. Seems like it can't be achieved in some areas of the City.
- Cost of retail space in Downtown and other areas preclude the ability to provide low income retail.
- Conduct appreciative inquiry – analyze social problems by looking at what works and build on the things that work. Helps grow successful neighborhoods. Could be done anywhere.
- City needs to focus on the infill issue. Development should be shifted to Downtown. Can drop zoning levels in other areas of the City to focus development in Downtown and other areas.
- Should look at incorporating New Urbanist principles.
- Idea of Middle Class Express (News 14?). Strategy that finds volunteers to serve as life coaches. (Discussion on whether the City should provide social programs followed).
- Other organizations that provide social service programs are overworked. City can provide support and serve as an information service.
- Join the two concepts (economic prosperity and economic equity) as a City function. Set goals and investment goals.
- SE Raleigh seems to be off the radar at this point when it comes to economic prosperity.
- Noticed that economic prosperity is mentioned in each paragraph, the word equity is not. It should be.

March 27, 2008 (Session 2)

- Not all areas of the city have seen office and retail development
- More than 80% of the development is in N. Raleigh. Is this where developers focus? Other areas should get their share while preserving the integrity of the surrounding neighborhoods.

- Access to all areas of the City is important. Downtown is not accessible so not a lot of people come Downtown.
- Other cities get growth around transit stations. If transit comes to Raleigh, office and retail development will follow.
- Raleigh doesn't have a good transportation plan. Should get one.
- City needs transit system. Can help satisfy geographic and physical needs of Raleigh.
- Agree with statement. Need to find ways to add growth indicators, encourage the development and education components.
- Need to incorporate mechanisms for people who are out of the growth areas to participate in the process.
- Encourage economic centers in defined areas. How do you define these areas?
- Need to look at plans, vision for development of RTP.
- Should be careful not to push out residents because of development. Need to empower people that are already here.
- Poorer areas can't access to what they need it. Need to help them get that access.
- We should try and identify what the next big growth generator will be. What will be the big thing in the next 30 years? Identify what we want and find best location for it.
- We should connect schools/colleges to RTP and tech sector industries.
- We need to invest in human capital by connecting entrepreneurial leadership with those wanting to learn.
- City should create a center that helps incubate entrepreneurs. Could get help from Chamber of Commerce.
- Should also begin ethics school. Invite legislators and small business owners. Can help prevent situations like Enron.
- The center should be a catalyst for new development.
- The City can help provide access to information and resources.
- Focus on parks system. Enlarge it.
- The Comp Plan should have language that says it "should" influence, not "can" influence.
- City should embrace economic diversity.
- Raleigh doesn't have a strong identity. It needs one.
- Need to work on branding the City and its economy. That would help bring focus for the economy.